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## THE DOCTOR WHO PROTECTED AN ENTIRE GENERATION OF CHILDREN DID IT WITH ONE QUIET, STUBBORN WORD: NO.

In the late 1950s, a sedative called thalidomide was sweeping across Europe. It was advertised as gentle, modern, safe. Pregnant women took it to ease morning sickness. Drug companies praised it as a miracle. By 1960, an American manufacturer was eager to bring it to the United States. They submitted their paperwork to the U.S. Food and Drug Administration, expecting an easy approval.

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## JAMB COMMISSIONS NATAP-M AWARDS ADVANCED CLINICAL LABORATORY IN KADPOLY



The Joint Admissions and Matriculation Board (JAMB) has commissioned the National Tertiary Admissions Performance-Merit Award (NATAP-M) Awards state-of-the-

art advanced Clinical Laboratory of Shehu Mohammed Kangiwa Medical Centre, Kaduna.

It is to be noted that the Kaduna Polytechnic built the centre from the prize money it received from the NATAP-M 2023/2024 and 2024/2025 awards. In the last edition of the awards, the Polytechnic had emerged the Best Polytechnic in the sectoral category with a prize tag of N50million.

The commissioning of the laboratory on 5th December, 2025, was witnessed by the Governing Council, Management and students of the Polytechnic.

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## 2025 SERVICOM CUSTOMER WEEK: JAMB REGISTRAR, BELLO, BABAJI, B-USMAN, EGBUNA HONoured

...JAMB Commended For Raising Standards Of Service Delivery

The Registrar of the Joint Admissions and Matriculation Board (JAMB), Prof. Is-haq Oloyede, has received an Award of Excellence from the Board's SERVICOM Unit.

The award, which was conferred on the Registrar on 3rd December, 2025, was in recognition of his outstanding leadership, exceptional support, as well as invaluable contributions to service delivery to the nation at large.

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## PSIN MAKES CASE FOR CBT REINSTATEMENT, COLLABORATION

The Administrator of the Public Service Institute of Nigeria (PSIN), Barrister Ime Patience Okon, has made a passionate appeal to the

Registrar of the Joint Admissions and Matriculation Board (JAMB) to get the institute's Computer-Based Test centre reinstated.

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## NEAA GENERAL MEETING: JAMB RESTATES COMMITMENT TO STANDARDISING ASSESSMENT PRACTICES

...As NEAA Gets Certificate Of Registration

The Registrar of the Joint Admissions and Matriculation Board (JAMB), Prof. Is-haq Oloyede, has restated the Board's commitment to the ideals of the National Educational Assessment Academy (NEAA) in standardising assessment practices across the country.

The Registrar, in his remarks at the NEAA General Meeting held on 4th December, 2025, pointed out that the provision of comprehensive training on the professional conduct of assessors within their respective organisations was not only ethical but in line with global best practices.

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### ...2025 SERVICOM CUSTOMER WEEK: JAMB Registrar, Bello, Babaji, B-Usman, Egbuna Honoured

According to the Head, SERVICOM Unit, JAMB, Mrs. Alisabatu Jekada, the Registrar's dedication to service excellence and continuous improvement has greatly enhanced the operations and strengthened the capacity of the Unit to render effective service.

Other recipients included the Director, Registrar's Office, Mr. Mufutau Bello, who received an award of recognition, while the Director of Admissions, Mr. Mohammed Ahmed Babaji, was also honoured for his support and outstanding responsiveness as the most supportive and feedback-driven Director.

Other awardees included the Director of Information Technology Services, Mrs. Funmilola Fauzziyya B-Usman, who was honoured for her unmatched diligence and operational support.

Similarly, Mrs. Ngozi Egbuna, former Nodal Officer, SERVICOM Unit, received recognition for dedicated service, unwavering commitment and invaluable contributions to JAMB-SERVICOM.

Meanwhile, the Head, SERVICOM Unit, Federal Ministry of Education, Mr Anthony Uboh, also commended JAMB for raising the standards of service delivery in the country.

Uboh, in his remarks at the Customer Service Week celebration, said, "I commended the Registrar and the entire JAMB workforce for their sustained commitment to excellence, transparency, and innovation in service delivery."

"Over the years, JAMB has consistently demonstrated that a public institution can be efficient, citizen-focused, and

technologically-adaptive. Your prompt release of results, improved examination processes, responsive feedback mechanisms, and robust engagement with candidates and stakeholders exemplify the SERVICOM principles of efficiency, accountability, and putting the customer first."

Similarly, the Head of Operations, SERVICOM, Mrs. Ngozi Akinbodewa, who also spoke on the significance of awards, said, "Awards are powerful because they do not merely applaud efforts, they also reinforce the values and behaviour that drive outstanding service."

Goodwill messages were taken from the representatives of Etsu Bwari and many other dignitaries on the occasion.

## BENUE, KANO STAFF SHOWER ENCOMIUMS ON OLOYEDE ON PROVISION OF NEW OFFICE EQUIPMENT

The Ag. Coordinator JAMB Benue State Office Makurdi, Mr. Aondokaa Annyon, on behalf of the entire management and staff of facility, has conveyed his heartfelt gratitude to the Registrar, Prof. Is-haq Oloyede, for the procurement of state-of-the-art office equipment for the State Office recently.

In his interaction with JAMB Bulletin, Annyon described the arrival of the equipment as very timely as

preparations for the 2026 UTME registration exercise are in top gear noting that the office equipment would greatly enhance staff productivity and efficiency.

In a related development, the Zonal Director, Kano Zonal Office, Mr. Salim Kabir Galadanci, has also, on behalf of the management and staff of the Zonal Office, also expressed appreciation to the Registrar as the facility received the new set of new office furniture procured for the

edifice coupled with the installation of a solar power solution for the facility to enhance its operations.

According to him, by this action of the Registrar, he had not only redeemed his pledge but had also addressed the two major problems bedeviling the facility.

He, therefore, enjoined the staff of the Zonal Office to reciprocate the gesture by being dedicated to their duties.

## MAKINDE VISITS EMIR OF DUTSE, SEEKS ROYAL SUPPORT



The Jigawa State Coordinator of the Joint Admissions and Matriculation Board (JAMB), Mr. Adekunle Makinde, on Monday, 1st December, 2025, paid a courtesy visit to His Royal Highness, the Emir of Dutse, Alhaji Hamim Nuhu Sunusi, at

the Emir's Palace in Dutse.

In his remarks, Mr. Makinde stated that he had visited the revered traditional ruler to seek his support towards sensitizing the general public and key stakeholders on the activities of the Board, having taken cognisance of the importance of traditional institutions in creating awareness on all Board-related activities, particularly with respect to the upcoming Unified Tertiary Matriculation Examination (UTME) registration, examination processes, and other related issues.

The State Coordinator further noted that collaboration with community

leaders would enhance transparency, curb misinformation, and improve compliance with JAMB guidelines across the State.

In his response, the royal father, expressed appreciation for the visit and commended JAMB for its sustained efforts towards improving access to tertiary education in Nigeria. He, therefore, used the opportunity of the visit to restate his unwavering support to educational development, while giving a nod to the State Coordinator's request for the betterment of the State's education sector.





# JOINT ADMISSIONS AND MATRICULATION BOARD

## REPORT OF INFLOW AND OUTFLOW FOR THE PERIOD

### NOVEMBER 29 2025 - DECEMBER 05 2025

#### FINANCIAL INFLOW

S/N	DESCRIPTION	PURPOSE	AMOUNT(=N=)
1	E-facility/Sales		138,377,700.00
2	RRC Service Charges		2,016,200.00
3	Other Income		2,275,000.00
4	Consultancy Services		35,896,031.50
	<b>TOTAL</b>		<b>178,564,931.50</b>
The sum of N14,066,890.00 was Auto-deducted by the OAGF for For operating surplus			
	Remittance to CRF		

#### FINANCIAL OUTFLOW

S/N	DESCRIPTION	PURPOSE	AMOUNT(=N=)
1	Staff Claims	Various	41,203,867.18
2	Legal Consulting	Reimbursable Expenses	3,000,000.00
3	Legal Consulting	Reimbursable Expenses	5,000,000.00
4	Legal Consulting	Reimbursable Expenses	3,000,000.00
5	Legal Consulting	Reimbursable Expenses	477,500.00
6	Clintman Oil and Gas Ltd	Supply of Diesel	32,100,000.00
7	Total Nig Plc	Recharge of Petrol cards	5,000,000.00
8	Gaduchi Global Service Nig. Ltd	Rehabilitation of Boardroom	6,920,068.57
9	Kayroy Nig. Ltd	Office Furniture in the North-East geopolitical zone	4,548,652.99
10	Salfat Ultimate Synergy Ltd	Office Furniture in the South-East geopolitical zone	16,603,717.00
11	Concepts and Brain Venture	CSR	2,500,000.00
12	States Internal Revenue Services	Taxes	1,669,890.69
13	Federal Inland Revenue Service	Taxes	63,083,915.22
14	Remita	Financial Charges	45,709.00
	<b>Total</b>		<b>185,461,870.65</b>

### JAMB CELEBRATES STAFF BORN DECEMBER 8<sup>TH</sup> – DECEMBER 14<sup>TH</sup> 2025

#### 8<sup>TH</sup> DECEMBER

Ashiru Abubakar  
Alice Isuwa Zamayi  
Linus Ndubuisi Ofoegbu  
Afeez Abiodun Mayaki  
Oluomachukwu Noelita Onyekwuluje  
Adenike Bello

#### 9<sup>TH</sup> DECEMBER

Basirat Bukola Agbabiaka  
Anthony Luke Idoko  
Ibrahim Adeyemi Abeeb  
Hassan Umar Abubakar  
Haliru Umar

#### 10<sup>TH</sup> DECEMBER

Eniola Grace Popoola  
Comfort Etta Okoi  
Liatu Luka Kwaghe  
Adama Gadaka Ibrahim  
Kabir Jafaru S/K

#### 11<sup>TH</sup> DECEMBER

Aisha Akilu Indabawa  
Billiaminu Akinola Shittu  
Monsurat Omowumi Akewushola  
Amina Lami Saidu

#### 12<sup>TH</sup> DECEMBER

Joseph Agoro  
Matthew Adeyemi Ajibero

Boniface Agabi Ugo  
Ibrahim Hassan Mu'azu  
Bello Garba Koko  
Umar Salisu

#### 13<sup>TH</sup> DECEMBER

Ibrahim Olatunji Kawu  
Getrude Ifeoma Nwachukwu  
Abdulasheed Abdulasaq

#### 14<sup>TH</sup> DECEMBER

Ebehimare Maryann Afolami  
James Ebodo Eneje

Happy Birthday





## EDUCATION IN THE MEDIA

LEADERSHIP, SUNDAY, NOVEMBER 30, 2025: UNIMAID AT 50: Shettima Promises Increased Funding For Education: Vice President Kashim Shettima has expressed the federal government's commitment to revitalising the education sector through increased funding and sweeping reforms.

Vice President Shettima stated this while delivering the University of Maiduguri 50th anniversary lecture titled "Education, Leadership and National Development," at the Muhammadu Indimi International Conference Centre, Maiduguri...

Senator Shettima described education as the "immune system of the nation", emphasising that it is the most reliable vehicle for development.

LEADERSHIP, SUNDAY, NOVEMBER 30, 2025: We've Released More Funds To Varsities For Infrastructure, Says Tinubu: Federal government has deployed funds to federal universities to address specific and high priority infrastructure deficits in the institutions. President Bola Ahmed Tinubu and the visitor to the

Federal University, Wukari in Taraba State, stated this, during the 8th and 9th combined convocation of the university.

The president, who was represented by Prof. Ibrahim Umar, the Vice-Chancellor, Madibbo Adama University, said funds had been deployed to address urgent academic needs across federal universities, including Federal University of Wukari, as one of the beneficiaries...

He reminded the gathering that education remains the key driver of national development, saying that despite the tense global economy education remains the solid pillar upon which the structure of the nation rests on and the key towards achieving dynamic, inclusive and balanced development.

"It is in recognition of this fact that the federal government is working assiduously to ensure quality education that are accessible to as many Nigerians as possible, with adequate funding and several policies," President Tinubu explained...

NATION, SUNDAY, NOVEMBER 30, 2025: UNIBEN is Keying into My Template on TVET, says Tinubu: President Bola Ahmed Tinubu has commended management of the University of Benin for keying into his administration's template on technical and vocational education in tertiary institutions.

President Tinubu said the implementation of the Artisan Training Programme, in collaboration with the Industrial Training Fund, reflected the spirit of transformation and education hallmark of his administration.

Represented by Vice-Chancellor, University of Port Harcourt, Professor Owunari Abraham Georgewill, President Tinubu, commended UNIBEN Vice Chancellor, Professor Edoba Omoregie, for mainstreaming of vocational literacy and introduction of various technical training programmes in the institution.

PUNCH, MONDAY, DECEMBER 1, 2025: States Get Ultimatum to Implement Minimum Standards in

*Contd in Pg 5*

### ...Education in the Media

**Secondary Schools:** The National Senior Secondary Education Commission said it has given state governments a one-year ultimatum to implement the newly set minimum benchmarks for senior secondary schools. The Executive Secretary of the Commission, Dr. Iyela Ajayi stated this during an interaction with journalists in Abuja.

The Executive Secretary, who commended the massive support being extended to NSSEC by the Minister of Education, Dr. Maruf Alausa, and the Minister of State for Education, Prof. Suwaiba Ahmad, said the Commission has focused on building frameworks that would overhaul the quality, structure, and accountability of senior secondary education nationwide.

One of its major milestones, he noted, is the rollout of the National Minimum Standards for Secondary Education launched in February. "The National Minimum Standards has to do with benchmarking requirements for all aspects of secondary education. How many teachers do you have? What should be their qualification? What should be the teacher-student ratio? The infrastructures that you have on-ground, and so on and so forth..." Also in Leadership, Monday, December 1, 2025

**NATION, MONDAY, DECEMBER 1, 2025: NECO Accredits Schools In Burkina Faso for SSCE, BECE:** National Examinations Council has granted accreditation to schools in Burkina Faso to conduct its examinations, thus widening the examination body's international footprint. NECO spoke in a statement yesterday in Abuja by Acting Director of Information and Public Relations, Azeez Sani.

The statement said the council would now conduct Senior School Certificate Examination (SSCE) and Basic Education Certificate Examination (BECE) in the country. It said the move followed a comprehensive assessment visit by a

NECO accreditation team to selected schools in the West African country.

The statement reads: "During the visit, the team inspected classrooms, laboratories, libraries, computer laboratories, workshops, examination halls, sports facilities, and security architecture. "They reviewed the schools' Continuous Assessment (CA), records, teacher adequacy, and learning environment to determine suitability for NECO examinations.

"After 'a thorough and detailed evaluation', the schools were granted full accreditation to host the SSCE and BECE..." Also in Punch, Sunday, November 30, 2025; Blueprint, Sunday, November 30, 2025; Leadership, Sunday, November 30, 2025

**VANGUARD, MONDAY, DECEMBER 1, 2025: NYSC Mobilisation Fraud Not Tolerated In UNICAL – Prof Offiong:** The 12th Vice-Chancellor of the University of Calabar, Professor Offiong Offiong, has vowed to stamp out all forms of admission racketeering and fraudulent National Youth Service Corps (NYSC) mobilization within the institution. Prof. Offiong made the pledge during his investiture as the 12th Vice Chancellor, stressing that his administration is committed to driving innovation, excellence, and meaningful growth...

Prof. Offiong reiterated that his administration will not tolerate indiscipline, insisting that admission racketeering and fraudulent NYSC mobilization must end. "The Central Admissions Committee will be reactivated immediately and will strictly adhere to JAMB protocols," he added.

**NATION, TUESDAY, DECEMBER 2, 2025: FG Deploys 240 E-Tricycles, 12 Solar Charging Stations Across 12 Public Universities:** The Federal Government has deployed 240 electric tricycles and 12 solar-

powered charging stations across 12 public universities.

The initiative, funded through TETFund, is aimed at providing cleaner, more affordable, and reliable transportation for students, as announced by the Minister of Education, Dr. Tunji Alausa, via his official X page on Monday.

In the post, Dr. Alausa said he officially launched the E-Tricycle Deployment Programme at the University of Lagos earlier that day, describing it as "another bold step to support our students" through practical and measurable interventions.

The Minister, however, did not mention the other benefiting universities besides the University of Lagos, where the initiative was launched...

**PUNCH, WEDNESDAY, DECEMBER 3, 2025: NUC Gets €3m Loan To Start ICT Projects In Varsities:** The National Universities Commission says it has received €3m as the first tranche of the \$40 million loan secured from the French Development Agency to support Information, Communication and Technology projects in 10 selected universities across the country.

Executive Secretary of the commission, Prof. Abdullahi Ribadu, announced this during the inaugural meeting of the 13th NUC Board on Wednesday at the commission's headquarters in Abuja...

"We have secured \$40 million loan from the French Development Agency for the ICT Blueprint Project in 10 selected universities. We have strengthened – only yesterday, the director confirmed to me that the first tranche of €3m has been deposited in our CBN account to kick-start the process..." Also in The Cable, Wednesday, December 3, 2025; Leadership, Wednesday, December 3, 2025.

**LEADERSHIP, WEDNESDAY**

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### ...Education in the Media

DECEMBER 3, 2025: WAEC: Ebonyi Govt Warns Against Malpractice: Ebonyi State government has warned school principals, teachers and students of public and private schools to shun examination malpractice ahead of the forthcoming West African Examination Council (WAEC) across the state.

He said the state had over the years been recognised as one where WAEC examination malpractice is not recorded and urged them to continue to sustain the good record.

The commissioner for Education (Primary and Secondary), Dr Donatus Illang, gave the warning in his office when members of the National Association of Seadogs (Pirates Confraternity), Ebonyi State chapter made payment for the West African Examination Council (WAEC) fees for a total of 30 indigent students of Ebonyi State Public Schools drawn from the three senatorial zones of the state...

LEADERSHIP, WEDNESDAY, DECEMBER 3, 2025: President Tinubu Approves Composition Of 13th Varsities' Commission Board: President Bola Ahmed Tinubu, has approved the composition of the 13th Board of the National Universities Commission (NUC), appointing Emeritus Professor Oluremi Raphael Aina, OFR, as Chairman.

The Board was inaugurated recently, at the Federal Ministry of Education, alongside the Boards of the Nigerian Educational Research and Development Council (NERDC), the National Teachers' Institute (NTI), and the Universal Basic Education Commission (UBEC).

In his remarks, the Honourable Minister of Education, Dr. Tunji Maruf Alausa, noted that the President had entrusted the Board with the responsibility of providing their expertise, knowledge and experience to guide the Commission as the education sector works to

actualise the Renewed Hope Agenda of the current administration...

LEADERSHIP, WEDNESDAY, DECEMBER 3, 2025: Commission Unveils Drive To Harmonise Resources Across Nigeria's Basic Education Sector: The Universal Basic Education Commission (UBEC) has unveiled a renewed drive to harmonise resources across Nigeria's basic education sector, marking a significant step towards strengthening inclusive education nationwide.

This commitment was reaffirmed in Abuja yesterday, during a two-day stakeholders engagement and the development of national inclusive education implementation framework for effective delivery of special and inclusive education in basic education institutions in Nigeria.

Speaking, the Executive Secretary of UBEC, Hajia Aisha Garba, emphasised that Nigeria's vision of universal basic education must be matched with practical inclusiveness that ensures no learner is left behind...

According to her, "The era of working in silos is over. Inclusive basic education must be accessible to all learners, regardless of physical, intellectual, or sensory challenges. This is not just a policy; it is a legal command and a moral imperative," she said.

PUNCH, THURSDAY, DECEMBER 4, 2025: Reps Fault Removal Of Civic Education, Computer Studies From WAEC Portal: The House of Representatives has urged the federal government, through the Ministry of Education, to rethink the removal of Civic Education, Computer Studies, and Electrical Installation, among others, from the West African Examination Council portal, citing the significance of the subjects to national development.

The resolution of the House followed the consideration and adoption of a motion of urgent public importance moved during Thursday's plenary by the member representing Yenagoa/Opokuma Federal Constituency, Bayelsa State, Oboku Oforji.

Speaking on the motion, Hon. Oforji noted that "Trade subjects like Data Processing are among the most popular and widely offered subjects in many schools across the country because of their market relevance and students' interest. Computer Studies is almost universally offered and is fundamental to modern digital literacy, making its sudden removal counterproductive at a time when the world is going digital..." Also in Daily Trust, Wednesday, December 3, 2025; Blueprint, Wednesday, December 3, 2025

LEADERSHIP, THURSDAY, DECEMBER 4, 2025: Federal Government Begins Payment To 42,000 TVET Trainees: The Federal Government has commenced the disbursement for the first tranche of direct financial payments to 42,000 students and independent vocational centers, under its Technical and Vocational Education and Training (TVET) programme.

A statement by the Director, Press and Public Relations of the Federal Ministry of Education, Mrs. Boriowo Folasade, said over 42,000 young Nigerians have received their monthly stipend of N22,500.00, covering their monthly upkeep and transportation.

"This first tranche of payments marks the beginning of a sustained effort, with many more tranches expected to follow, confirming the programme's long-term financial commitment and sustainability. She said.

# JOINT ADMISSIONS AND MATRICULATION BOARD

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Tel: 08123658955, 08166335513 <http://www.jamb.gov.ng>

PROF. IS-HAQ O. OLOYEDE, 

**Registrar/Chief Executive**



## OFFICE OF THE REGISTRAR

No. 2024ff.04

6<sup>th</sup> May, 2024

### **MANDATORY USE OF THE NATIONAL IDENTIFICATION NUMBER (NIN) FOR REGISTRATION WITH JAMB BY CANDIDATES APPLYING FOR NON-REGULAR PROGRAMMES**

**This Advisory is issued to all the concerned institutions, and candidates desirous of applying to study under the non-regular mode of study in tertiary institutions in Nigeria.**

As part of measures to checkmate the nefarious activities of fraudulent characters, who are scheming to compromise candidates' records through dubious registration channels and in compliance with its enabling act, JAMB has mandated that all applicants desirous of studying in Nigerian tertiary institutions must provide their NIN while registering for any programme of study in any tertiary institution in Nigeria irrespective of whether the mode of study is **regular and non-regular**.

2. Consequently, it has now become mandatory for all prospective candidates in the **non-regular category (NOUN, Distance Learning, Part-time and Sandwich programmes)** to create a profile code, before registering with JAMB, by sending their NIN, through their unique phone number to either of the Board's sort code (55019 or 66019).
3. Immediately after the creation of profile, each candidate will proceed to a CBT Centre for registration. After the registration, the candidate's details will appear on the CAPS of the institution of choice under non-regular admission. The institution will then propose and recommend to the Board for approval and the candidate will accept and print admission letter.
4. Furthermore, all previous candidates in the non-regular programmes, who had not integrated their NIN or unique phone number on the Board's platform, would have to create a profile using their respective NINs to access any of the services of the Board.
5. No candidate can use the process to change any of the data already supplied to the Board.
6. JAMB, as a responsive organisation that is conscious of the peculiarities of the non-regular studies, will continue to make the registration process as flexible as possible by making its platform available throughout the year. It is, therefore, expected that candidates, who fall under this category, will apply through JAMB before approaching their preferred institutions to process their admission with their respective JAMB registration numbers. They would also be expected to pay their preferred institution a processing fee as determined by the respective institutions.
7. Please be guided for compliance.

SGD

**Registrar**







**JAMB  
STAFF  
INVESTMENT AND  
CREDIT  
COOPERATIVE  
SOCIETY**

**NOW  
SELLING**

# **PHASE II DIBU OJERINDE ESTATE**

**•AZHI, TAFA LOCAL GOVERNMENT, NIGER STATE•**

**PROPERTY  
TYPE 1**



DEVELOPMENT UP TO LINTEL  
LEVEL (450sqm)  
**₦10,500,000.00**

**PROPERTY  
TYPE 2**



DEVELOPMENT UP TO WINDOW  
LEVEL (450sqm)  
**₦9,500,000.00**

**PROPERTY  
TYPE 3**



DEVELOPMENT UP TO DAMP  
PROOF COURSE (450sqm)  
**₦7,500,000.00**

**PROPERTY  
TYPE 4**



DEVELOPMENT UP TO  
FOUNDATION (450sqm)  
**₦6,000,000.00**

**PROPERTY  
TYPE 5**



PLOT OF LAND RIPE FOR  
DEVELOPMENT (450sqm)  
**₦3,500,000.00**


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- GREEN AREA**

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# HUMAN RESOURCE MANAGEMENT IN FOCUS 14th Edition

## EMOTIONAL INTELLIGENCE AND THE NEW WORK ORDER

*"While IQ gets you hired, EI helps you climb the career ladder." — Anonymous*

In today's dynamic work environment, organisations seek employees who possess not only technical expertise but also the interpersonal and behavioural competencies required to thrive in a collaborative workplace. This has shifted attention from hard skills alone to a blend of **hard and soft skills** — with **Emotional Intelligence (EI)** becoming a defining factor in workplace success.

This edition of **HRM IN FOCUS** highlights the importance of Emotional Intelligence in building effective teams, enhancing leadership, and sustaining organisational performance.

### Understanding Hard and Soft Skills

**Hard Skills** - These are specific, teachable abilities acquired through education, training, and experience. Examples include data analysis, accounting, ICT proficiency, or report writing.

**Soft Skills** - These are personal attributes and behavioural traits that influence how we relate with others and perform at work. Examples include teamwork, communication, adaptability, and conflict resolution.

Soft skills rely heavily on various forms of intelligence, including:

- Cognitive Intelligence (IQ), which enhances strategic thinking, analysis, and problem-solving.
- Emotional Intelligence (EQ/EI), which enables empathy, communication, relationship-building, and leadership.
- Practical Intelligence, which supports adaptability, resourcefulness, and efficient execution.

Collectively, these intelligences drive organisational effectiveness and competitiveness.

### What is Emotional Intelligence (EI)?

Emotional Intelligence is the ability to:

- Recognise and understand one's own emotions
- Interpret and respond to the emotions of others
- Manage and regulate emotional reactions
- Use emotional awareness to guide behaviour and decision-making
- Build and sustain meaningful relationships

EI comprises self-awareness, self-regulation, motivation, empathy, and social skills — all essential for creating productive and positive work environments.

*Contd in Pg 10*



## ...Human Resource Management in Focus

### Why EI Matters in Today's Workplace

1. Effective Leadership - Leaders with strong EI inspire, motivate, and support their teams. This leads to improved morale, enhanced commitment, and reduced turnover.
2. Strong Relationships - EI promotes trust, open communication, and collaboration — essential ingredients for teamwork and organisational success.
3. Change Management - In periods of uncertainty or transition, emotionally intelligent employees handle stress better and help maintain workplace stability.
4. Employee Engagement - EI promotes a positive workplace culture where employees feel valued, heard, and supported, resulting in higher satisfaction and productivity.

### Key Benefits of Emotional Intelligence

- Better communication and interpersonal relationships
- Enhanced teamwork and cooperation
- Higher employee engagement and retention
- Stronger conflict resolution and negotiation abilities
- Improved leadership and managerial competence

### Developing EI within Organisations

Organisations can strengthen Emotional Intelligence by investing in:

- Training and Development Programmes focused on communication, empathy, and interpersonal skills
- Coaching and Mentoring to guide behavioural improvement
- Feedback and Performance Evaluation to promote self-awareness and growth
- Leadership Development Initiatives that integrate EI into managerial expectations

### Final Word

Emotional Intelligence remains a critical driver of organisational performance. By fostering EI among staff, organisations build resilient teams, strengthen relationships, and create environments where innovation, excellence, and productivity can thrive.

### Tip for the Week

"While IQ gets you hired, EI helps you climb the career ladder."

### HRM Reflection

As we strive for excellence in our duties, let us remember that creating a conducive work environment begins with us. Our attitudes, behaviours, and emotional awareness shape the culture around us. Let us intentionally deploy all our abilities — including our Emotional Intelligence — to build the workplace we aspire to grow in.



### ...PSIN Makes Case for CBT Reinstatement, Collaboration



Administrator, PSIN, Barr. Ime Patience Okon addressing the Registrar, JAMB, Prof. Is-haq Oloyede during his courtesy visit to the Institute

The Administrator made this appeal when the Registrar paid a courtesy visit to the institute on Thursday, 4th December, 2025.

Barrister Okon stated that the Institute had worked assiduously to meet all the requirements laid down by JAMB stressing that the challenges that led to the delisting of the centre had been fixed and the facility upgraded to a mega centre. Barrister Okon also reminded the Registrar of her request for partnership and collaboration with the Board on the Institute's SMART-P programme and urged the Registrar to key into it as it has the capacity to improve efficiency, professionalism and make service delivery easier and more effective.

She also used the occasion to inform

the Registrar of the Institute's executive programme for top officials of agencies saying that the programme would enhance their digital skills, communication skills, natural values, ethics, as well as integrity and leadership acumen.

She said participants would be exposed to public financing, entrepreneurship programme to take care of officers, who had between 2 to 5 years to exit the system, saying this is designed to equip them with the requisite skills to manage their resources after disengagement from public service. The Administrator thanked the Registrar for the visit and commended him for the unprecedented achievements he



Administrator, Public Service Institute of Nigeria (PSIN), Barr. Ime Okon, presenting the Registrar, JAMB with Publications from the Institute.



Barr. Okon conducting the Registrar, JAMB on a tour of the Institute

has recorded in JAMB.

Earlier, the Registrar said the visit was a working one and was aimed at reciprocating the October courtesy call by the Administrator on his office in Bwari, Abuja.

Prof. Oloyede expressed appreciation to the new Administrator and said the Board would consider her request for the reinstatement of the Institute's CBT centre. With respect to the call for collaboration on SMART-P and other capacity-building programmes, the Registrar said a high-level committee would be up set to work out the strategies for implementation.

## 2026 UTME/DE REGISTRATION: JAMB SENSITIZES PROSPECTIVE CANDIDATES

As part of the series of activities earmarked for the celebration of the 2025 JAMB-SERVICOM Customer Service Week, the Joint Admissions and Matriculation Board (JAMB) has carried out a one-day nationwide sensitization campaign aimed at prospective 2026 Unified Tertiary Matriculation Examination (UTME) and the Direct Entry (DE) candidates. The event featured visitations to selected secondary schools and public places across the country to guide the candidates against avoidable mistakes that could jeopardize their career dreams.

Speaking at Government Science Technical College, Bwari, Abuja, the JAMB Nodal Officer, Mrs. Elisabatu Jekada, expressed appreciation to the school authority for granting the Board the opportunity to speak to

the students. She urged the candidates to ensure that they do not commit certain mistakes their predecessors regrettably fell into.

Against this backdrop, Jekada underscored the need for the candidates to be sure that their details - names (particularly, names arrangement), date of birth, state and local government of origin to be used for UTME/DE registration are the same with what is obtainable on their other credentials, stressing that the Board frowns at discrepancies in candidates' biodata.

Furthermore, she informed the audience that the first step in UTME registration is profile creation. She said, candidates must first pay a visit to the office of the National Identification Management Commission (NIMC) to enroll for their National Identification Number (NIN).

"While doing that, you must ensure that your details supplied to the Commission tally with those on your Senior School Certificate Examination (SSCE) result, because, the Board does not directly collect candidates' biodata, they are pulled from the NIMC database, and whatever details were supplied to the Commission by candidates are what will be pulled by the Board for your registration," she said.

Continuing, "As such, you would do well to effect all necessary corrections with the Commission before registering for the UTME/DE, because, once you register with the wrong details, you cannot correct them thereafter," she affirmed.

Other locations visited by the team included: Bwari Market, Bwari Motor Park, Government Day Secondary

### ...2026 UTME/DE REGISTRATION: JAMB Sensitizes Prospective Candidates

School, Bwari, Kuduru Community, among others.

While on tour of the Kubwa/Dutse Alhaji area, of the Federal Capital Territory, Abuja, Mr. Clement Adetayo Ojo of the Board's Public Affairs and Protocol took the participants at the Government Secondary School, Kubwa, Adeola International College, Kubwa, Metro International School, Kubwa and the Army Scheme Market, Dutse Alhaji, through the procedures to be followed for a successful registration, he reiterated that candidates must obtain two important items - individual SIM card and personal e-mail address, saying these are each candidate's unique identifiers with the Board.

He urged those that are not up to eighteen years old to take advantage of the mobile telecommunication companies' "Keep My Number" feature to obtain their personal mobile number rather than relying on third-party SIM cards (uncles, neighbours, parents, etc.) that could prove difficult to access or retrieve if lost or damaged. Ojo stressed that none of these identifiers is replaceable once used for registration. As such, they must be guarded jealously as they might be needed for future transactions with the Board by candidates.

In his words, "Once you have obtained your personal phone number, email address and NIN, you should send an SMS - NIN (in capital letter), followed by your 11-digit NIN to either of the Board's sort codes 55019 or 66019. e.g. NIN 00000011111 to 55019 or 66019 to generate your profile code. Once a profile code is generated, your biodata will be automatically retrieved from the NIMC platform, please note that profile code does not change once created.

"As soon as that is achieved, you will need to proceed to the nearest JAMB office or any JAMB approved Computer-Based Test (CBT) centre to start your registration. At the centre, you will be requested to vend an e-PIN to be purchased from an

authorised channels - approved commercial banks or accredited online financial vendors at the registration centres."

He also stressed that "A relevant registration template will be given to you, make sure that you fill it appropriately. Also, you should do well to cross-check every detail and ensure that they are all accurate before final submission, because once the application is submitted, it cannot be retrieved for corrections." In her remarks, Mrs. Florence Makinde of the JAMB SERVICOM, who was the Team Lead, added that candidates, who encounter biometric verification issues during registration should not panic nor allow any registrant to force-register them or supply any biometrics on their behalf.

According to her, "Do not allow any CBT centre to register you forcefully. Once you have difficulty registering as a result of biometrics, stop and visit the nearest JAMB office to complete your registration. Also ensure that a dual screen is used during registration, and confirm that your passport and biometrics are captured correctly," she said.

Speaking on common challenges encountered during profile code generation, Miss. Fatima Ozi Salami of the JAMB SERVICOM Unit, emphasized that after sending the command to the sort code and the response reads "RECORD NOT FOUND", candidates should visit the nearest NIMC office to validate their NIN. If what is received is, "WRONG PARAMETER", it means that the command has been sent incorrectly. As a consequence, candidates are to resend the correct command, i.e. NIN 0000001111, to 55019/66019.

In addition, Miss Salami said if the response received is "YOUR NIN (0000001111) HAS ALREADY BEEN REGISTERED WITH GSM NUMBER (070-----)", this indicates that the candidate has previously generated a profile code with the quoted GSM number and he/she can only receive the profile code through that same number. Therefore, the SIM card must be

retrieved to obtain a profile code.

Finally she said if the response is "UNABLE TO VERIFY YOUR NIN AT THE MOMENT. [NIMC: UNKNOWN]", "the affected candidates are advised to please wait and retry later."

In Anambra State, the Board's SERVICOM train visited the Community Secondary School Amawbia, Girl's College, Amenyi, Awka; St. John of God Secondary School, Awka, and Community Secondary School, Umuokpu. The team, led by Mrs. Olendi Chidinma, Head of SERVICOM, took time to outline various challenges candidates encounter during registration and proposed solutions, while Mrs. Okechukwu and Mr. Collins responded to their questions.

In her remarks, the State Coordinator, Dr. Mrs. Dinah Ifunanya Obiano, said the Board is committed to improved service delivery with sincerity of purpose, honesty, and turning challenges to opportunities, saying, every mission is possible.

In a related development, the Ogun State Coordinator, Mr. Hakeem AbdulHameed, during a virtual meeting with CBT Centre Administrators, stressed that strict adherence to advisories on the 2026 UTME registration exercise is non-negotiable. He added that failure to adhere to them could jeopardise candidates' career prospects.

He also cautioned them against extortion, "Take only authorised charges and make data correction for candidates before registration, stop telling them it can be corrected afterwards," he said.

Mr. AbdulHameed stressed the need for candidates to visit the Board's Integrated Brochure and Syllabus System (IBASS) to get the list of correct subject-combination for their preferred courses.

Earlier, the SERVICOM/PR Unit featured on "Morning Cruise" of Paramount FM 94.5, Radio Nigeria, Abeokuta, to sensitize the general public after which the team visited the South-West Resource Centre and Crescent University CBT Centre to sensitise prospective UTME

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# JOINT ADMISSIONS AND MATRICULATION BOARD

National Headquarters Complex, Suleja Road, Bwari, P.M.B. 189, Garki, Abuja, Nigeria.

Tel: 08166335513, <http://www.jamb.gov.ng>

**PROF. ISHAQ O. OLOYEDE**, ON, FNAL

Registrar



## OFFICE OF THE REGISTRAR

**No: 2025ff05**

**22<sup>nd</sup> August, 2025**

### **ADVISORY ON PROCEDURE FOR PROCESSING OF (DEGREE) ADMISSION FOR AFFILIATED INSTITUTIONS**

In 2022, the Board proposed that universities should take full responsibility for admissions into all degree programmes offered through institutions affiliated with them. However, this directive was not fully implemented, as universities were initially given the liberty to decide on the matter, pending a final resolution. To date, only the University of Ibadan has assumed this role of overseeing and coordinating the admissions of its affiliate institutions.

2. Following the meeting held on Monday, 18th August 2025, with various institutions regarding violations of matriculation guidelines, concerns were raised about the existing admission processing structure. Notably, institutions complained that they could not be held accountable for the misdemeanors of their affiliates under the existing processing format. As a result of this, the matter was revisited.

3. Consequently, it was resolved that the previously proposed process, where Mother-Institutions take responsibility for admissions into their affiliated institutions, should now be adopted and implemented by all universities with affiliates.

4. In light of the above, the Board has developed an updated procedure for the processing of admissions by both Mother-Institutions and their affiliates, as follows:

- a. Head of the affiliated-institution logs into JAMB (CAPS) portal and downloads candidates for a particular programme;
- b. The Head of the Affiliated-Institution (wherever it is based) logs into JAMB (CAPS) portal and sets admissions criteria for every programme, such as minimum scores for UTME, post UTME, aggregate, catchment and ELDS;
- c. The Head of the affiliated institution proposes the qualified candidates for each programme on CAPS and it goes to the Head of the mother-institution;
- d. The Head of the Mother-Institution (wherever it is based) logs into the JAMB (CAPS) portal and recommends the candidate to the Registrar of JAMB (or representative) for approval or declines the proposal with a reason for the rejection;
- e. The Registrar of JAMB (or representative) approves the recommendation(s) from the Head of the Mother-Institution or declines the recommendation with a reason for the rejection;

*Contd in Pg 14*



- f. If the recommendation is approved, the candidate is notified through his/her email and SMS to either accept or reject the offer of admission. The two institutions can log in and view the status of the recommended candidates;
- g. If the candidate accepts the offer of admission, he/she can thereafter print his/her admission letter and access other services online from his/her profile.

**NOTE:** The Head of an Affiliated-Institution has access to **"VIEW ONLY"** all recommendations by the Head of a Mother-Institution.

5. All Universities serving as Mother-institutions, Polytechnics/Monotechnics, Colleges of Education and other institutes offering degrees in affiliation with universities are to be guided by this, please.



**Mohammed A. Babaji**  
Director Admissions  
For: Registrar

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### ...JAMB Commissions NATAP-M Awards Advanced Clinical Laboratory In KADPOLY

In his remarks on the occasion, the Rector, Kaduna State Polytechnic, Dr. Sulieman Umar, pointed out that the Polytechnic had, over the years, being faithfully utilizing its NATAP-M Awards winnings for the construction of necessary infrastructure, supply of laptops and accessories, renovation of Block A & B, Department of Applied Science, including upgrade and standardization of the Polytechnic Spider FM Radio and recently, the laboratory project in the Polytechnic Medical Centre. He stressed that the completion of the laboratory, which he described as one of vital importance to the institution, was solely constructed with the funds realised from the JAMB NATAP-M Awards, which it won

back to back in the 2023/2024 and 2024/2025 editions.

Similarly, the Chairman, Governing Council, Dr. Oluwakemi Pinheiro, stated that the Shehu Mohammed Kangiwa Medical Laboratory was designed to provide laboratory test services to the Polytechnic and surrounding community.

Responding, the Registrar, JAMB, Prof. Is-haq Oloyede commended the leadership of the Polytechnic for the choice of project executed. He also said he was extremely delighted to meet the Chairman, Governing Council a highly-revered personality. "I'm very happy to see you because our relationship is deeper than is publicly known. This is because my late father, may God bless his soul,

always spoke highly of your family. And when I had the privilege of meeting you in the school where I attended, I was very excited because of what my late father told me not only about your very distinguished family but contributions to education, and the entire Lagos community in general. Chairman, sir, I feel highly elated to meet you and I am grateful for the many good things that are coming to this great institution one of which is its upgrading to a university. So, congratulations to the Chairman and Kaduna Polytechnic as a whole." On the visit was some members of management of the Board.

### PICTURES OF THE COMMISSIONING OF THE JAMB MERIT AWARD LABORATORY IN KADPOLY





## ...2026 UTME/DE REGISTRATION: JAMB Sensitizes Prospective Candidates

candidates on avoidable errors during registration.

According to the Head, SERVICOM/PR Unit, Ms. Abiola Adekunle, "Some of these errors include: incorrect biodata occasioned by wrong data enrollment with the NIMC, application of henna which makes biometrics capturing difficult or impossible, ignorantly using parents' or relatives' NINs to bypass procedures or e-mail previously registered on JAMB portal, wrong subjects-combinations, among others.

She also shed light on the requirements for underage registration and admission processes.

In his own remarks, the Head, CBT Centre Support Services, Mr. Akinwale Afolabi, reiterated that the Centre Administrators/Owners must educate operators they plan to engage during the exercise to forestall problems. He emphasized that UTME registration is not a competition and should be done with the spirit of service and integrity.

The Vice Chancellor of Crescent University, Prof. Ibraheem Gbajabiamila, in his remarks commended the Prof. Is-haq Oloyede-led administration for being proactive in his handling of the affairs of the Board.

In Benue State, the JAMB-SERVICOM 2025 Customer Service Week featured members of staff going out for sensitization visits to selected secondary schools in Makurdi. Some of these schools are: FT Dynasty International College, Otlac Graceland International College, Tes B Academy, and Icon Model School, Makurdi.

Also, in Taraba State, in line with the Board's commitment to an enhanced service delivery and promotion of candidates' satisfaction, the State Office took its advocacy to key stakeholders' within Jalingo metropolis, sharing flyers and discussing the requirements for a successful UTME registration with

the aim of reducing errors to the barest minimum in the upcoming exercise. The team also engaged accredited CBT centres to address recurring registration-related mistakes commonly traced to privately-owned centres.

The team also met with other stakeholders at the public Motor Parks across the Jalingo metropolis to promote accurate information dissemination and encourage early preparation, with the aim of significantly reducing candidates' complaints as well as improving overall compliance with registration guidelines.

Other places visited included: Government College, Jalingo, Government Science Secondary School, Jalingo; Centre for Excellence Secondary School, Jalingo; Winners Comprehensive Secondary School, Jalingo; Digal Enterprise, Jalingo; STENA IT Academy, Jalingo; A.J. Owoninyi Motor Park, Jalingo; etc.

The exercise was well-received across all locations, with students, CBT partners, and members of the public expressing appreciation for the awareness campaign.

In Akwa Ibom State, the delegation led by Mrs. Chizoba Onyeneke, Head of SERVICOM, Uyo Office, took the sensitization to Bright Star Model Secondary School, Itiam Etoi; Modern Secondary Commercial School, Aka Road; Community Secondary Commercial School, Ikot Oku Ubo; Community Comprehensive Secondary School, Four Towns, Abak Road; Offot Ukwa Secondary School; and Heritage Digital-Link Int'l Ltd., CBT Centre, Uyo.

During the Outreach, Students were enjoined to always adhere to registration guidelines in order to avoid actions that could lead to "Had I Known."

In their various responses, the Principals of the various schools and CBT Centres visited, expressed warm appreciation to the Board for the initiative.

In Oyo State, the SERVICOM Unit

from the Ibadan Zonal Office, visited Ikolaba Grammar School, Agodi as well as Ikolaba High School, Ikolaba, Ibadan, to enlighten Senior Secondary School 2&3 students as well as their teachers on the Dos and Don'ts of the 2026 UTME registration by taking them through the nitty-gritty of the UTME/DE registration while, at the same time, sharing insights into the demands of CBT examination.

The sensitization team also visited Best Brain College CBT Centre, Ibadan, from where they proceeded to OBMS Cambridge A'level College/ICT Centre, Ibadan. In the course of the visits, the team engaged the CBT centres on the ethics of the UTME registration exercise, the preparation for 2026 UTME registration and the need to uphold the values of professionalism, integrity and transparency.

Finally, in Imo State, JAMB Bulletin received reports of the robust sensitization programme targeting secondary schools in Owerri and its environs carried out by the SERVICOM Unit of the Owerri Zonal Office as part of its 2025 Customer Service Week. The week-long activity was an expression of the Board's renewed commitment to excellent service delivery, transparency, and stakeholder engagement in line with the SERVICOM philosophy of "Service Compact with All Nigerians."

Under the leadership of the Owerri Zonal Ag Director, Mrs. IHEME Jema Chinedozie, JAMB officials visited some secondary schools in Owerri. The schools visited include: Holy Ghost College Owerri; Comprehensive Secondary School, Obinze; Owerri Girls Secondary School; Christ Foundation Secondary, School, Owerri; and many more.

Speaking during the flag-off at Government Secondary School Owerri, the Head of SERVICOM, Mrs. Blessing Effiong, emphasized the importance of early preparation and accurate information in the registration process. She urged

### ...2026 UTME/DE REGISTRATION: JAMB Sensitizes Prospective Candidates

students, especially those in SS2 and SS3, to take full advantage of the Board's digital platforms to avoid falling victim to fraudsters who promise "special centres" or "assistance" during the UTME.

According to her, "JAMB does not tolerate examination malpractice in any form. Our CCTV system monitors centres, biometric verification, and revalidation processes and this has made irregularities almost impossible. The best way to succeed is to study hard and follow the right procedures," she said.

Also in his remarks, the Zonal Office PRO, Mr. Idogen Joseph Idogen, spoke extensively on the perils of wrong choice of institutions and courses as well as accepting admission outside the Board's Central Admissions Processing System (CAPS), and patronage of unapproved CBT centres and

internet fraudsters.

Furthermore, he talked about the Board's provisions for people with special needs through the JAMB Equal Opportunity Group (JEOG), which allows candidates with special needs to register and sit the examination with appropriate accommodations.

The Principal of Holy Ghost College Owerri, commended JAMB for the initiative, describing it as "timely and impactful." He noted that many students and even teachers were previously misinformed about the UTME registration process, noting that the visit had cleared several misconceptions.

Similarly, students who spoke during the interactive sessions expressed gratitude for the enlightenment. Miss Mercy Ujunwa Chijioke, an SS3 student of Owerri Girls Secondary School, said, "We used to hear

different stories about JAMB from social media. Now we know the correct steps to follow from the horse's mouth."

In her concluding remarks, the Zonal Ag Director, reiterated the Board's commitment to efficient, transparent, and customer-friendly services, saying, as the 2026 registration exercise approaches, we urge all prospective candidates to rely solely on information received from JAMB official channels ([www.jamb.gov.ng](http://www.jamb.gov.ng)) and authorized CBT centres for all transactions. "The Board remains dedicated to ensuring that no Nigerian child is denied access to tertiary education on account of lack of information or exploitation by unscrupulous elements."

### PICTURES FROM JAMB SENSITISATION VISIT TO SECONDARY SCHOOLS NATIONWIDE





# 2025 CUSTOMER SERVICE WEEK: JAMB CELEBRATES EXCELLENCE IN SERVICE DELIVERY

**I**t was celebration galore on Monday, 1st December, 2025 at the JAMB Auditorium, National Headquarters, Bwari, Abuja, when JAMB SERVICOM celebrated the 2025 Customer Service Week. The glamorous event, themed, "Mission Possible" commenced with an opening ceremony featuring goodwill messages and paper presentations. The event also recorded virtual and physical attendance by members of staff of the National Headquarters and outstations respectively.

In his opening remarks, the Registrar, Prof. Is-haq Oloyede, expressed appreciation to the JAMB SERVICOM Nodal Officer, Mrs. Alisabatu Jekada, for her commitment to excellence and effective service delivery, saying that, "no one could be a good leader without first being a good follower", stressing that Mrs. Jekada has been a dedicated staff, who had learnt the ropes from her predecessor, Mrs. Ngozi Egbuna.

The Registrar urged members of staff of the Board to emulate her tenacity and professionalism, while advising them to rededicate themselves to excellent service delivery.

In her welcome address, Jekada expressed delight at the level of support received from all stakeholders, noting that, "The week presents an opportunity for us to reflect on our service delivery, celebrate our achievements, and reaffirm our commitment to providing efficient and responsive services to our stakeholders."

"The theme underscores the notion that no challenge is insurmountable when we collaborate with dedication and the right mindset to ensure that our customers receive high quality service they deserve."

"As we embark on this week's activities, I encourage everyone to participate wholeheartedly and uphold the values of excellence,

professionalism and teamwork for which the Board is known."

Delivering his keynote address, the Acting National Coordinator, SERVICOM Office, Presidency, Mr. Gbenga Oshin, who was represented by the Head of Operations, Mrs. Ngozi Akinbodewa, said, "The celebration points out the importance of customer service and of the people, who serve and support customers on a daily basis. This brings to fore the commitment of the leadership of the Board towards citizen-focused service delivery. This is in line with international best practice of celebrating frontline workers and service takers."

"As you may be aware, the Customer Service Week is celebrated annually. The celebration calls attention to the importance of people to boost morale and team work."

"The official theme for year 2025 is "Mission Possible, the theme is colourfully illustrated in a Teal, White and Red logo. The Teal colour is a blend of blue and green and signifies, calmness and balance. It reflects the patience and understanding needed in good customer service delivery. White symbolises honesty, transparency and a fresh start. It reminds us that every customer interaction is a chance to build goodwill. Red brings the best of the colour which represents passion, energy, and commitment. It shows the enthusiasm and dedication required to make customers feel valued, appreciated and respected. When combined, these colours symbolise the greater mission of making outstanding service a reality through the steady building of a foundation of trust, the openness of honesty and the driving force of passion."

On the qualities needed to make every mission possible, the SERVICOM Ag. National Coordinator highlighted such virtues as: "Determination – The drive to keep

working until customers are satisfied, no matter the challenge, Teamwork – Joining efforts and supporting one another to achieve service goals, Commitment – Showing dedication and loyalty in every customer interaction, Positivity – Approaching every challenge with hope and a can-do spirit, Creativity – Using fresh ideas and smart solutions to handle customer needs, Resilience – Staying strong, calm, and focused even in tough situations, and Excellence – Consistently giving the highest quality of service possible."

The event also witnessed paper presentations by two erudite resource persons, Mrs. Kikelomo Aina, the SERVICOM Team C Lead, who presented, "Emotional Intelligence". The other was "Pre/Post UTME Registration Ethics and Compliance" presented by the Director of Information Technology Services (ITS), Mrs. F. B-Usman and the Information Technology Consultant, Mr. Damilola Bamiro.

Other notable personalities at the event included: the SERVICOM Presidency's Public Awareness Manager, Mrs. Henrietta Okokon; Director/Secretary, FCT Secondary Education Board, Dr. Mohammed Sani Ladan; represented by the Director, Mobilisation and Sensitisation, Mrs. Funmilayo Kayode; Principal, Government Secondary School, Kuje, Mr. Bello Adam Gupa; Principal, Government Secondary School, Dobi, Gwagwalada, Mr. Imam Yusuf Bello; Principal, Government Secondary School, Bwari, Mrs. Helen Nkoli; Principal, Government Secondary School, Dangara, Mr. Gambo Adamu; Principal, Government Girls Secondary School, Abaji, Mrs. Mamman Rakiya Sule, among others.



## OLUSEGUN ADESINA RETIRES FROM TARABA STATE JAMB OFFICE

The Taraba State Office of the Joint Admissions and Matriculation Board (JAMB), on 4th December, 2025, organised a send-off ceremony in honour of its outgoing Coordinator, Mr. Olusegun Adesina, who is due to retire from the service of the Board on 15th December, 2025. The event, which was held at the State Coordinator's Office, provided an opportunity for staff to formally acknowledge and celebrate his many years of dedicated service.

During the ceremony, Mr. Momsire Jidere Basil, speaking on behalf of all staff in attendance, expressed profound appreciation to Mr. Adesina for his exemplary leadership and the numerous innovations he had introduced to the operations of the State Office, which, according to him, had significantly enhanced the efficiency and smooth running of the facility.

In his remarks, Mr. Adesina expressed his heartfelt gratitude to the staff for their support, professionalism, and

teamwork throughout his tenure. He described the Taraba State Office as the best team he had worked with in the course of his service with the Board. He added that their support had made his work exceptionally fulfilling.

Some other staff of the State Office also expressed deep appreciation for Mr. Adesina's contributions to service delivery and diligence adding that he would be greatly missed for his leadership and mentorship acumen.

## FABOTAS PROVOST VISITS JAMB EKITI OFFICE

The big strides of the Joint Admissions and Matriculation Board (JAMB) in the education sector has received another accolade on account of its enviable records in the deployment of Computer-Based Test (CBT) in large-scale examinations as well as third-party assessments.

In the same vein, the Prof. Is-haq Oloyede-led Board was also applauded for radically transforming the nation's admission procedures through the instrumentality of the Central Admission Processing System (CAPS) introduced by the Board.

The newly-appointed Provost of Fabotas College of Health, Science and Technology, Ikere-Ekiti, Dr. Ifeoluwa Asekun-Olarinmoye, made these remarks, when he visited the Ekiti State Office on Friday, 28th November, 2025.

The Provost also used the opportunity afforded by the visit to assure the Ag. State Coordinator of

the sustainability of the symbiotic relationship being forged between JAMB and the Institution and pledged his readiness to abide by all rules governing admission procedures.

Earlier, the Acting State Coordinator, Mr. Ganiyu Ishola, welcomed the Provost and his team, which included the College Registrar, Mr. Thompson Olatunbosun, and had promised to provide all necessary assistance to the institution within the ambit of the law.

He thanked the Provost and his management team for making necessary consultations about extant admissions guidelines adding that his doors are always open to synergise with interested institutions for the development of the education sector.

Mr. Ishola stated that the Registrar, Prof. Is-haq Oloyede, in his commitment to revolutionising the higher education sub-sector,

introduced CAPS to guard against admission racketeering, among others. He, therefore, counselled the institution against engaging in illegal admissions. He urged all institutions to take full advantage of the Marketplace on CAPS to source for suitable candidates adding that JAMB will not tolerate any act that could jeopardise the operations of CAPS. He also used the occasion to encourage the Provost to speed up the construction of a CBT centre in the college.

Speaking further, Mr. Ishola said, to minimize admission racketeering, Prof. Oloyede has instituted a reward system that recognises any institution working in line with the Board's zero tolerance for admissions infractions.

Also in attendance were the Head of Servicem, Mr. Abdulrasaq Olanrewaju Bhadmus, and the Ekiti State Office Head of Administration, Mrs. Omolara Sanusi.

*Contd in Pg 19*



## 2026 UTME: JAMB-SERVICOM UNIT SENSITIZES CANDIDATES ON REGISTRATION

**A**head of the 2026 Unified Tertiary Matriculation Examination (UTME), the Board's Service Compact with All Nigerians (SERVICOM) Unit has organised sensitization talks for some prospective UTME candidates.

The Head JAMB-SERVICOM Unit, Mrs. Alisabatu Jekada, accompanied by staff drawn from the Unit and other Departments of the Board took the sensitization train to Government Science Technical College (GSTC), Bwari; Government Day Secondary School, Bwari; Bwari Market; Staff Quarters and Kuduru, a suburb of Bwari; to sensitize students and parents on the procedures for UTME registration.

Mrs Jekada stated that the sensitization was important for raising awareness, informing and educating

the Board's primary targets, which are the candidates, parents and guardians as well as the general public on the forthcoming UTME registration to avoid common mistakes by candidates.

The sensitization team gave important tips such as how candidates could effect necessary corrections on their registration details such as name, date of birth, gender, state of origin with the National Identity Management Commission (NIMC) early enough and ensure that such changes are effected on its portal before registration.

Additionally, the prospective candidates were sensitized on the possession of GSM number and email address as unique identifiers, which cannot be changed or shared and

must be functional at all times while candidates, who experience biometric challenges during registration are advised to visit the nearest JAMB office.

Other aspects of the awareness campaign centred on profile code creation, using only authorised channels such as banks, and other official vendors to buy their e-PINs and getting templates from the registration point to serve as guide to candidates.

Mrs Jekada warned candidates and parents against patronising fraudsters or racketeers to prevent extortion even as she mandated candidates to take registration proper seriously by ensuring they check all necessary details to make sure that they are accurate before final submission.

## REGISTRAR MEETS STAFF OF BAUCHI ZONAL OFFICE, GOMBE AND PLATEAU STATE OFFICES



**A**s part of the ongoing audit of the Board's processes and to assess staff welfare, the Registrar, Prof. Is-haq Oloyede, on Saturday, 6th December 2025, met with staff of the Bauchi Zonal Office as well as those of the Gombe and Plateau State Offices.

Leading a team of management officials to Bauchi, the venue of the meeting, the Registrar encouraged staff to speak freely about their personal concerns and operational

issues affecting the Board. He reiterated his commitment to staff welfare and urged them to remain dedicated to their duties. Prof. Oloyede also highlighted several welfare initiatives introduced by his administration, including the payment of medical bills both within and outside the country.

Members of staff, in turn, commended the Registrar for the initiative to engage them directly and for the numerous reforms that have

transformed the Board. Several staff presented personal challenges and operational gaps encountered in the course of their duties.

In response, the Registrar directed the Director of Human Resource to address all HR-related issues promptly. He also scheduled a meeting for Monday with the technical team to examine matters related to Information Technology and other associated challenges.

While in Bauchi, the Registrar paid a condolence visit to the family of Sheikh Dahiru Bauchi, who passed away the previous week.

Accompanying the Registrar were: Hajia Zainab Hamza, Director, Special Duties; Hon Danladi Mohammad, Director, Quality Assurance; Mr. Gani Abd'rahim, Director, Human Resources; Mr Bello Aminu Hausawa, Director, Headquarters Annex, Kaduna; Mrs Funmilola Fauzziyya B-Uzman, Director, Information Technology Services; Dr. Fabian Benjamin, Public Communication Advisor and Mrs. Priscilla Nwokoro.



# JAMB, OLOYEDE RECEIVE UIAA CORPORATE, ALUMNUS OF THE YEAR AWARDS



In recognition of the exemplary contributions of the Joint Admissions and Matriculation Board (JAMB) to the educational sector in Nigeria, the University of Ibadan Alumni Association Worldwide (UIAAWW) has conferred on JAMB, the Corporate Award of Excellence and Alumnus of the Year Award on the JAMB Registrar, Prof. Is-haq Oloyede.

The awards were conferred on JAMB and Prof. Oloyede on 3rd December, 2025, at the Armed Forces Officers Mess and Suites, Asokoro, Abuja.

The award ceremony was chaired by the Sultan of Sokoto and Chancellor, University of Ibadan, His Eminence, Alhaji Muhammad Sa'ad Abubakar III, CFR, mni, and had the Vice President, His Excellency, Sen. Kashim Shettima; Vice President of Sierra Leone, His Excellency, Dr. Mohamed Jallah; and Secretary to the Government of the Federation, Sen. George Akume, as Guests of Honour.

At the investiture ceremony, the Acting President, UIAA, Dr. Terrumun Hembraor Gajir, said JAMB has distinguished itself as a model public institution, which was consistently driving impactful initiatives that align with the university of Ibadan's ethos of leadership, integrity and service to humanity.

According to Gajir the institutional reforms and unwavering commitment of JAMB to excellence, transparency and innovation in the nation's tertiary education has earned her the award.

He noted that the Corporate Award of Excellence is one of the highest honours bestowed by the Alumni

Association on institutions and corporate organisations that have demonstrated exceptional commitment to national development and the promotion of excellence in their respective sectors.

On the prestigious Alumnus of the Year Award conferred on Prof Oloyede, Gajir described Prof Oloyede as a worthy ambassador of the university of Ibadan with a sterling record of achievements.

He said, "The Association, over the years, has noted how you have carried the lofty banner of the University of Ibadan beyond boundaries, projecting its image of sound judgment, excellence with integrity and conscientiousness."

Continuing, he said, "We are aware of your untiring efforts towards nation building especially in the educational sector, which is the foundation for all facets of development. We particularly appreciate your fervent contributions to the growth of the university system in our country. While we commend you for being such a worthy representative, we need to stress that we are very proud of you and wish you a future full of greater opportunities and possibilities."

In his remarks on the occasion, the Sultan congratulated awardees, "for



being found worthy of recognition by the Alumni of the "Best University in Nigeria."

He charged the alumni association to continue to cement the cord of relationships among them and the University of Ibadan and keep faith with the values of the premier university in the most eminent country in Africa.

The Sultan stressed the need to foster and strengthen the unity in Nigeria despite the diversity in religion, tribe and culture, reiterating the mutual and cordial relationship between the sultanate and the respected Catholic Bishop of Sokoto, Archbishop Matthew Hassan Kukah, who was present on the occasion.

He said the nation is going through some challenges, noting that no challenge is insurmountable when the nation is united. He, therefore, enjoined Nigerians to show love to one another as God does not make mistakes.





## PICTURES FROM UNIVERSITY OF IBADAN ALUMNI ASSOCIATION(UIAA)WORLDWIDE CELEBRATION AND AWARD CEREMONY





### ...The Doctor Who Protected An Entire Generation Of Children Did It With One Quiet, Stubborn Word: No.

The file landed on the desk of a new medical officer, Dr. Frances Oldham Kelsey.

She had been at the FDA for barely a month. Only seven full-time physicians reviewed drugs for the entire country, and this was supposed to be her simple first assignment. Other countries had already approved thalidomide. Her supervisors assumed she would sign off quickly. But she didn't.

Kelsey noticed problems immediately. The company claimed thalidomide was safe, yet the studies were incomplete. Their animal research was poor. They had almost no data about the drug's effect on pregnant women. And the "evidence" they submitted was little more than promotional material disguised as science.

She asked for more information. The company didn't like that. Not at all.

At the time, the law allowed the FDA to delay a drug for only sixty days at a time. After that, it was automatically approved unless the agency found a clear reason to stop it. So every sixty days, Kelsey sent new questions. Every sixty days, the company responded with half-answers and assurances. Every sixty days, she refused to sign.

The drug manufacturer, Richardson-Merrell, grew furious. Their warehouses were already stocked with ten million tablets. They planned to launch nationwide by Christmas and make a fortune. Instead, one doctor—an unknown newcomer—was blocking them.

Representatives called her constantly. They crowded into her office. They insulted her, mocked her, tried to pressure her supervisors. Over the course of eighteen months, they pushed her roughly fifty times to approve the drug. She never gave in.

Her instincts came from years earlier at the University of Chicago, where she had studied how drugs moved through the bodies of pregnant animals and crossed into developing embryos. That knowledge lingered in the back of her mind. When she looked at thalidomide's thin data, she began to wonder whether anyone had truly examined what the drug did to a fetus. No one had.

In late 1960, she read a British report describing nerve damage in patients who had taken thalidomide for long periods. Another warning sign. She asked for updated studies. The company sent glowing testimonials

instead. So she continued to say no.

Meanwhile, in Europe, something horrifying was unfolding. Babies were being born with devastating deformities—limbs missing or severely shortened, organs improperly formed, hands attached directly to shoulders, eyes and ears malformed. Doctors were baffled until two physicians, one in Germany and one in Australia, made the connection: the mothers had all taken thalidomide during the early weeks of pregnancy.

It was a medical disaster. More than ten thousand children across dozens of countries were affected. Many died shortly after birth. Many more faced lifelong disabilities. Thousands of pregnancies ended before term.

Thalidomide had done it.

Germany pulled the drug from shelves in November 1961. Britain followed. Other nations scrambled to stop the damage. But the tragedy could not be undone.

In the United States, something remarkable had happened: nearly nothing. Because Frances Kelsey refused to approve the drug, it never reached American pharmacies. Richardson-Merrell had quietly given out samples to physicians during clinical trials—millions of tablets that were not legally allowed—and even those limited distributions caused seventeen confirmed birth defects. Seventeen American children suffered.

In Europe, it was thousands.

The difference between catastrophe and containment was one woman's insistence on proper evidence.

When newspapers published the truth in 1962, the nation was stunned. A Washington Post reporter wrote a front-page article calling Kelsey a heroine who had prevented "the birth of hundreds or indeed thousands of armless and legless children."

Public outrage exploded. Americans were horrified by the European tragedy and furious that a company had tried to force an untested drug onto the market.

On August 7, 1962, President John F. Kennedy invited Frances Kelsey to the White House and awarded her the President's Award for Distinguished Federal Civilian Service—the highest honor a civilian federal worker could receive. She was only the second woman ever to receive it. Cameras flashed. The president praised her judgment and her refusal to bow to pressure.

But her impact didn't end there.

Kelsey's resistance sparked sweeping reforms. In October 1962, Congress passed the Kefauver-Harris Amendment. It transformed American drug laws. Companies now had to prove drugs were safe and effective. They had to report side effects. They needed informed consent for clinical trials. Standards became stricter. Oversight became stronger.

Frances Kelsey helped write and enforce these rules. She led the FDA's Investigational Drug Branch. Later she headed the Division of Scientific Investigations, where her inspectors gained the nickname "Kelsey's cops" for their uncompromising scrutiny.

She spent the rest of her long career preventing another thalidomide.

Kelsey retired from the FDA in 2005 at ninety years old. She had reshaped drug safety around the globe. Nations worldwide updated their standards because of what she uncovered. In 2010, the FDA created the Dr. Frances O. Kelsey Award for Excellence and Courage in Protecting Public Health. She accepted the first award at age ninety-six.

She moved to Canada to live with her daughter and died there on August 7, 2015—exactly fifty-three years after Kennedy placed the medal in her hands. She was 101.

Frances Oldham Kelsey never invented a life-saving drug. She never led a laboratory or developed a breakthrough cure. What she did was far simpler and far braver.

She refused to compromise.

She demanded real science. She refused to be bullied by wealthy corporations. She protected the public by insisting that "safe" must truly mean safe. She changed the expectations of medicine and drug regulation forever. Her legacy lives in every prescription bottle, every clinical trial, every drug label backed by real evidence.

Sometimes the most powerful act in science is not discovery.

Sometimes it is the courage to say no—calmly, firmly, and at exactly the right moment.

Frances Kelsey did that. And because she did, untold thousands of American children were born whole, healthy, and safe.

Her quiet refusal saved a generation.

**Culled from Annie Serraphine page on Facebook.**



### ...NEAA Holds General Meeting, Gets Certificate Of Registration

He pointed out that JAMB is an educational assessment body and, as such it is a member of the educational assessment in Africa. It is also an active participant in the educational assessment globally through its membership of the International Association for Educational Assessment (IAEA).

"We are aware that throughout the world, when people do any form of educational assessment, they train. They get people to know, but because of what teaching has become in Nigeria, everybody distances himself from teaching," he said.

Prof. Oloyede explained that assessment that turns an individual into a medical doctor is the same as that which turns others into engineers and other professionals, noting that certification is an educational process and a global norm.

"If you are a medical doctor anywhere in the UK, for example, you

can't just go to the class and start teaching medicine, you must have a certificate in teaching. It will be a crash programme, but if you do without that, of course you will go to jail because you have to have training before you can do it.

"In Nigeria, particularly when it comes to teacher and training and so on, anybody can be a teacher. It appears to me that anybody who does not go to school, can become a teacher and that's the situation. So, we thought that as it is being done all over the world, we should also do something that those of you who are involved directly or indirectly can be proud of.

"Directly in assessing people, in certifying people for one form or another, you should, as is done elsewhere, have some training in evaluation, in educational assessment so that you don't necessarily want to be a teacher because you have nothing else to do.

One thing we must also note is that poverty is associated with teaching in Nigeria. There are places that, if you want to rent a house, once you say you are a teacher, they will not answer you because you may not be able to pay the rent."

The meeting presided over by the former President, Nigerian Academy of Education, Prof. Kabiru Isyaku, considered the report of the steering committee, the status of the Academy and the official presentation of the NEAA's Certificate of Registration.

The meeting also deliberated on the road map and members' subscription, among others, while urging members to be alive to their responsibilities.

## OSUN STATE OFFICE CONDUCTS THIRD-PARTY EXAMINATION



The Osun State Office of the Joint Admissions and Matriculation Board (JAMB) on Wednesday, 26th November 2025, conducted the compulsory confirmation/promotion (COMPRO) examination organized by the Head of Service of the Federation (HoSF).

The examination took place at the PTC JAMB Wing of the State Office while a team of officials from the Office of the Head of Service (HoS) of the Federation, Abuja, was on ground to supervise the examination.

The HoS team led by Mr. Godwin Orunnaiye expressed appreciation to the State Coordinator, Mr. Babatunde Jacob, for the warm reception accorded the team while

commending JAMB for its excellent service delivery over the years.

He disclosed that he was impressed with the commitment and dedication displayed by the JAMB's officials before and during the examination.

Although there were isolated cases of login issues at the beginning of the exam, where few officials taking the examination could not login to start their examination. The situation was found to be peculiar to candidates who had typed their examination number as 16 digits instead of 15 with the situation being brought under control and the examination proceeding without further hitches.

The team expressed their satisfaction with the high level of professionalism



as well as the quality of service delivery of JAMB. Other team members from the Office of the Head of Service, who were on hand to supervise the conduct of the examination were Mrs. Addeh Joan and Mrs. Odoh Mercy.

One hundred and eighteen members of staff drawn from the Nigeria Police Force (NPF), Twenty-five from the Federal Fire Service, One from the Nigeria Customs Service and twenty-three civilians, who were drawn from different MDAs, also participated in the COMPRO examination.

WEEKLY REPORT OF TERTIARY INSTITUTIONS MATRICULATION AND JAMB ANALYSIS OF THE 2024/2025 MATRICULATION LIST

JOINT ADMISSIONS AND MATRICULATION BOARD

ADMISSIONS DEPARTMENT

2024/2025 ACADEMIC SESSION INSTITUTIONS' MATRICULATION ANALYSIS

S/N	INSTITUTION	INVITATION TO MATRICULATION CEREMONY DATE ON THE LETTER	DATE OF CEREMONY	TOTAL NUMBER ON THE LIST	TOTAL NUMBER OF DUPLICATE RECORDS	TOTAL INVALID REGISTRATION NUMBER	TOTAL NUMBER ON THE LIST	TOTAL NUMBER STILL ON PROPOSED STAGE (WITHIN THE LIST)	TOTAL NUMBER STILL ON PROPOSED STAGE (OUTSIDE THE LIST)	TOTAL NUMBER STILL ON RECOMMENDED STAGE (WITHIN THE LIST)	TOTAL NUMBER STILL ON RECOMMENDED STAGE (OUTSIDE THE LIST)	TOTAL APPROVED BUT AWAITING CANDIDATE ACCEPTANCE ON CAPS	TOTAL CANDIDATES THAT HAVE ACCEPTED ADMISSION OFFER ON CAPS	TOTAL ADMITTED THROUGH THE LIST SUBMITTED BY THE INSTITUTION	TOTAL ILLEGAL ADMISSION BY THE INSTITUTION (ON MATRICULATION LIST BUT NOT SUBMITTED)	TOTAL ADMITTED ON CAPS BUT NOT ON MATRICULATION LIST	TOTAL NUMBER OF FOREIGNER CANDIDATES	TOTAL ADMITTED INTO OTHER INSTITUTIONS ON THE LIST
1	FEDERAL POLYTECHNIC KAITUNGO, GOMBE STATE.	17/11/2025	17/11/2025	624	0	0	624	0	0	0	0	86	541	624	0	3	0	0

# WEEKLY REPORT OF TERTIARY INSTITUTIONS MATRICULATION AND JAMB ANALYSIS OF THE 2025/2026 MATRICULATION LIST

## JOINT ADMISSIONS AND MATRICULATION BOARD

### ADMISSIONS DEPARTMENT

#### 2025/2026 ACADEMIC SESSION INSTITUTIONS' MATRICULATION ANALYSIS

S/N	INSTITUTION	INVITATION TO MATRICULATION CEREMONY DATE ON THE LETTER	DATE OF CEREMONY	TOTAL SUBMITTED BY THE INSTITUTION	NUMBER OF DUPLICATE RECORDS	TOTAL INVALID REGISTRATION NUMBER	TOTAL NUMBER ON THE LIST	TOTAL NUMBER SUBMITTED BY INSTITUTION (NET)	TOTAL NUMBER STILL ON PROPOSED STAGE (WITHIN THE LIST)	TOTAL NUMBER STILL ON PROPOSED STAGE (OUTSIDE THE LIST)	TOTAL NUMBER STILL ON RECOMMENDED STAGE (WITHIN THE LIST)	TOTAL NUMBER STILL ON RECOMMENDED STAGE (OUTSIDE THE LIST)	TOTAL APPROVED BUT AWAITING CANDIDATE ACCEPTANCE ON CAPS	TOTAL CANDIDATES HAVE ACCEPTED	TOTAL ADMITTED THROUGH CAPS FROM THE LIST	TOTAL ADMITTED BUT NOT ON MATRICULATION LIST	TOTAL ADMITTED ON OTHER INSTITUTIONS ON THE LIST	TOTAL ADMITTED	TOTAL ADMITTED BUT NOT ON MATRICULATION LIST	TOTAL ADMITTED ON OTHER INSTITUTIONS ON THE LIST
1	Ondo State University Of Medical Sciences, Laje Road, Ondo, Ondo State	21/11/2025	12/03/2025	1226	0	0	1226	0	0	0	0	0	16	1210	1226	0	0	0	0	0
2	PLATEAU STATE UNIVERSITY, BOKKOS, PLATEAU STATE	24/11/2025	4/12/2025	3,402	0	0	3,402	0	10	0	0	0	737	3,421	3,402	0	766	0	0	0
3	ADELEKE UNIVERSITY, EDE, OSUN STATE	18/11/2025	12/02/2025	838	0	0	837	0	3	0	0	0	390	580	834	2	139	0	2	2



# ATTENTION!!!

## THE NEW NOMENCLATURE FOR THE BOARD'S OFFICE AND OUTSTATION DIRECTORS

S/N	Zonal Office	Office's Acronym	Nomenclature of Head of Office	Director's Acronym
1.	Abuja Zonal Office	AZO	Zonal Director, Abuja	ZDA
2.	Bauchi Zonal Office	BZO	Zonal Director, Bauchi	ZDB
3.	Lafia Zonal Office	LZO	Zonal Director, Lafia	ZDL
4.	Maiduguri Zonal Office	MZO	Zonal Director, Maiduguri	ZDM
5.	Kano Zonal Office	KZO	Zonal Director, Kano	ZDK
6.	Port Harcourt Zonal Office	PZO	Zonal Director, Port Harcourt	ZDP
7.	Ibadan Zonal Office	IZO	Zonal Director, Ibadan	ZDI
8.	Benin Zonal Office	NZO	Zonal Director, Benin	ZDN
9.	Sokoto Zonal Office	SZO	Zonal Director, Sokoto	ZDS
10.	Enugu Zonal Office	EZO	Zonal Director, Enugu	ZDE
11.	Owerri Zonal Office (HA)	OWZO (HA)	Zonal Director (HA), Owerri	ZDOW
12.	Lagos Zonal Office (HA)	LGZO (HA)	Zonal Director (HA), Lagos	ZDLG
13.	Ilorin Zonal Office (HA)	LRZO (HA)	Zonal Director (HA), Ilorin	ZDLR
14.	Kaduna Zonal Office (HA)	KDZO (HA)	Zonal Director (HA), Kaduna	ZDKD