



Finances of Kaduna State-owned Higher
Education Institutions: Implications for access,
quality, relevance, excellence, and innovation.

A Policy Discussion Document

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Executive Summary

(i) Education is one of the vital and most important priority of the Kaduna State Government hence, concerted efforts have been made to improve both quality and access to our people. As a social service, there is an ongoing debate on the funding and support of institutions across the world. Recently, there is a growing concern on the sources and expenditure of universities around the world. Population explosion and its attendant effects have made it necessary for government to explore additional sources of funding of higher education institutions. This is to enable the state to provide better educational services to the growing population. With diminishing revenue and a increasing demand for the provision of education, this requires rethink on the part of the government, parents and students on the sources of revenue and expenditure of Higher Education Institutions.

(ii) Majority of Higher Education Institutions (HEIs), including universities derive their income via different sources including government grants, tuition fees, research grants etc. While they have various sources of revenue, they are also faced with numerous income consuming expenditures, chief among them are employee-related expenses and capital expenditure. Others include interest payment, depreciation, purchase of goods and services, purchase of non-financial assets, and other payments.

(iii) This policy discussion document provides a comparative analysis of Kaduna State higher institutions and other institutions across the country with data obtained from different sources. Tuition fees of private universities was obtained from the respective websites of the universities while data for state universities was obtained from telephonic interviews with vice chancellors and other members of the university management.

(iv) Since its establishment sixteen years ago in 2004, successive governments have not undertaken upward review of KASU tuition fees, thereby creating a lag between inflation and current costs. The most recent date of tuition fee review of Nuhu Bamalli Polytechnic, Zaria was May 18th, 2015, while tuition for College of Education, Gidan Waya was last reviewed in 2014. Thus, while cost of running these HEIs have increased, their fees have remained the same, without taking into consideration inflation and infrastructure required to have HEIs that produce qualified graduates.

(v) It is in this light that this report explores the sources of revenue and expenditures of universities around the globe. The document explores sources of income and expenditure of universities in the United Kingdom, University of Birmingham, Australia, South Africa, and Kenya. It makes use of descriptive statistics extensively to give greater insights into their revenue and expenditure.

(vi) This policy discussion document finds that 90% of Kaduna State University's expenditure is financed by government subsidy. Compared to universities in the UK where government grants are only 6% of revenue and Australian universities where government grant is 46% of revenue, KASU is highly dependent on funding from the government. For Kenyan universities, government grant is 28.6% of total revenue while for universities in South Africa, government grant is 53% of total revenue. Unlike the comparative cases, KASU is more dependent on government subsidy.

(vii) In terms of expenditure, salaries, and employee related compensations account for 85% of Kaduna State University's total recurrent expenditure. In the UK, salaries account for 28% of total recurrent expenditure, 62% for Australian universities, 55% for South African universities and 58% for Kenyan universities. When a large share of expenditure goes towards just one component, it leaves an insignificant amount for overall development (such as research, laboratory, technology, etc.) of the university.

(viii) This policy discussion document further finds that tuition fees charged by Kaduna State University is lower relative than most states universities in the country, charging ₦26,150 in total fees for Undergraduate Programs and ₦50,000 – ₦70,000 in total fees for graduate and post-graduate programs. Ambrose Alli University charges ₦90,000 – ₦160,000, Ekiti State University charges ₦56,000 – ₦170,000, Sokoto State University charges ₦40,000 – ₦60,000 and Bauchi State University charges ₦40,000 – ₦96,000.

(ix) Relative to some selected private primary and secondary schools in the State, whose tuition fees stand at an average of ₦43,502.50 and ₦201,358.33 respectively, the fees of KASU is much lower.

(x) The most noteworthy observations made are as follows:

1. Revenue generated from tuition fees at Kaduna State-owned HEIs is insufficient to finance salaries and other expenses.

2. 90% of Kaduna State University's (KASU) revenue comes from government subsidy, making it highly dependent on government subsidy. The University lacks a diversified/multiple revenue streams.
3. The cost of obtaining a medical degree and other sciences at KASU is ₦26,150, which is 58% of the cost of obtaining a diploma in basic nursing (₦45,000) at College of Nursing and Midwifery. In the Kaduna State Civil Service, the entry level for Medical Doctors is Level 12 while Nurses start at Level 8. The rationale for charging higher fees for a diploma in nursing is unclear. Certainly, across the globe, fees for medical degrees are higher than those for nursing diplomas and degrees.
4. The HEIs have not prioritized generating research grants from external sources. This adversely impact on their capacity to undertake research that will create new knowledge and research outputs that can be commercialised.
5. From analysis of the State-owned HEIs' revenue sources, there is no evidence of linkages with industry. This has a number of implications, including a miss-matched between graduates of the institutions and the need of the labour market. This in turn lead to the crisis of graduate unemployment in the States, like other parts of the country.

(xi) The policy discussion document made recommendations that should be of interests to all stakeholders in the higher education sector, namely, KDSG, management and academics in the public HEIs, parents, students, the private sector and development partners. It therefore recommends a total overhaul and restructuring of the current funding model of Kaduna State-owned HEIs through diversification of revenue base, regular upward review of fees to account for inflation and to meet current costs, creation of fees paying programs at the public HEIs in the State, introduction of performance-based funding, partnerships between the HEIs and industry, prioritization of external research grants, producing research outputs that can be turn into commercial products, incubating Start-up companies, commercial farming, running bookshops and real estate. The HEIs need to develop a new strategy to seek external research grant. The point is HEIs in the state need to be entrepreneurial for their financial sustainability. This is necessary to ensure quality, promote quality and are relevant to the development needs of the State.

Financing higher education is an expensive enterprise – knowledge creation and its dissemination do not come cheap, but investment in the sector of knowledge and innovation is sine qua non to economic, social, and cultural development and global competitiveness. High-end expertise, expensive equipment and instruments, extensive infrastructure (such as labs, libraries, and dormitories) and the accompanying requisite logistics (such as information technology), and a complex academic culture entail that the sector, unlike primary and secondary education, its younger subsectors, is costly in ways that cannot be simply compared to them or considered as simple add-ons to these foundational educational levels.

(Teferra, 2013: 6).

1. Introduction

1.1 Education is one of the major drivers of economic growth and development. The human resources produced by higher institutions are the basis of growth and development. It is an enabler of enhancement of human wellbeing. The Federal Ministry of Education reveals that the vision of the Nigerian higher education system has the following expectations:

- i. to be relevant and responsive to the need of the society, and
- ii. to be adequate in quantity and quality with a well-motivated, highly skilled, and qualified staff whose products are knowledgeable, technically competent, and adequately prepared for fulfilled life and for positive contribution in the society.

1.2 From the inception of the Governor Nasir Ahmad El-Rufai's administration in May 2015, the Kaduna State Government (KDSG) has allocated an average of 25.8% of its annual budget to education, which is higher than the UNESCO target of 25% budgetary allocation. Expressing his commitment to education, the Governor noted "we were clear about our priority to expand access to education to give all children 12 years of free education, from primary school till they complete secondary school. Basic education is the bedrock for equality of opportunity, and it will remain free. We have about 2m pupils in public primary schools." (El-Rufai, 2021). The Governor further noted that the KDSG is very happy and proud to pay the bills for free basic education. But it regards tertiary education as a joint venture between the government, parents and students. The funding levels required by tertiary institutions are huge and cannot be borne solely by the

government. This point is acknowledged by governments, parents, and scholars across the globe.

1.3 The proportion of qualified teachers has been raised through the recruitment of 1,740 science teachers in secondary schools, 24,465 teachers in primary schools and the recruitment of 7,600 secondary school teachers is currently ongoing. 22,300 unqualified teachers were disengaged and replaced by 25,200 qualified teachers. 781,553 students have received free uniforms to reduce out-of-pocket expenditure by parents. 1,002 teachers were trained on pedagogy and classroom management, 800 teachers of Almajiri schools were trained on the basics of teaching literacy and numeracy. Similarly, 2,300 science and mathematical teachers were trained on strengthening of math and science education across LGEAs. In addition, 2,000 teachers have been trained on effective teaching of science subjects. The administration has completed and is currently equipping more than 500 schools. The ultimate objective of the KDSG education policy is to increase access, quality, and excellence in the sector.

1.4 In response to the challenge posed by the COVID-19 pandemic and in a move to conform with the current trend of Digital Learning and related platforms, the state government has commenced the development and deployment of Education Management Information System (EMIS) in all state-owned tertiary institutions which will provide for Integrated Communication Network, Network Infrastructure, Students Information System, Virtual Learning System, and other e-Administration Systems. To be sure the administration has committed itself to blended learning. Efforts are being taken for the deployment of e-learning materials.

1.5 Furthermore, the government has awarded merit-based scholarships to students to study abroad. It also offers scholarships to students in tertiary education in the state. Those who do not qualify have access to loans offered by the government and its payable once the loanee has graduated and is gainfully employed.

1.6 Specifically, the KDSG acknowledged that between April 2019 and February 2021, 6858 students benefitted from the N675.178m the Scholarship Board paid out for the state bursary scheme. Each of these 6,858 students was paid N109,000 for a session. The Governor Malam Nasir El-Rufai has also approved the sum of N524.128m which

will be used for the needs-based local scholarships. The merit-based foreign scholarships for 2020 were given to 42 students at the total cost of N832.98m to study in the United Kingdom, United States, Hungary, and Malaysia. Eleven students have been awarded full scholarship of N581.42m to study medicine in Cuba, six of whom are already in school while five are being processed to proceed. All these point to the government's commitment to higher education.

1.7 Additionally, poor families will be supported through the needs-based scholarship. The needs-based scholarship requires means-testing, an evaluation of the economic status and income of the applicant's family. This requires presentation of the tax clearance certificates (not tax registration certificates) of parents.

1.8 The El-Rufai Administration commitment to Higher Education is driven partly by the need to build a knowledge-based economy. To achieve this goal, the administration is committed to higher education that promotes quality, excellence, and innovation, as well as relevant to the development needs of the state. To be clear, we need a higher education sector that will enhance the competitiveness of its economy, promote entrepreneurship, create jobs and democratic citizenship.

1.9 There are five (5) state owned higher institutions in Kaduna State financed mainly by state government. Tuition fees constitute insignificant amount of the revenue of higher education institutions. To ensure quality, relevance and excellence, the current tuition fees charged by the state-owned higher education institutions is unsustainable. There is dire need for the government, the higher education institutions, and other stakeholders to explore the possibility of generating funding from other sources.

1.10 This policy discussion document explores university tuition fees across Nigerian institutions, focusing on Kaduna State University and other state-owned higher education institutions. The aim is to trigger discussion and restructuring of the funding model of these institutions to promote quality, relevance, and excellence.

1.11 The document starts with a brief review of finances of higher education institutions in the United Kingdom, Australia, South Africa and Kenyan Universities. This includes their tuition fees, other sources of revenue and various components of their expenditure. It further looks at state universities and private universities in Nigeria taking into account

programs offered (Arts, Social Sciences and STEM courses), years of establishment and geopolitical zones. It also looks at tuition fees charged by selected primary and secondary schools in Kaduna State with a view of comparing their fees to those of Kaduna State-owned higher education institutions.

1.12 This policy discussion document is divided into 10 sections. Following the introductory section, section two focuses on the methodology while section three focuses on revenue and expenditure of foreign universities in the UK, Australia, South Africa, and Kenya. Section four focuses on the tuition fees of selected private and state universities in Nigeria. Section five deals with revenue and expenditure of Kaduna State-owned higher education institutions. Section six focuses on the tuition fees of Kaduna State University. Section seven addresses the tuition fees of other Kaduna State-owned higher education institutions. Section eight focuses on tuition fees of selected private primary and secondary schools in Kaduna. Section nine offers recommendations and section ten is the conclusion.

2. Methodology

2.1 The policy discussion document makes use of secondary data on the finances of higher education institutions. It looks at data for some selected foreign countries which included the UK, South Africa, Kenya, and Australia. This is because the data for these countries were readily available on the internet. The universities in Kenya and South Africa are of special interest because both are African countries and have basically the same socio-economic conditions as Nigeria. This was intended to give a snapshot- thus not necessarily representative. Also, Birmingham University was selected because its finances, both revenue and expenditure, were easily accessible on their website.

2.2 Also, the policy discussion document sourced tuition fees data from the websites of some selected private universities in the country. Universities were selected based on location, geographical spread, and year of establishment. For instance, Al-Qalam University and Greenfield were selected because they share the same zone with Kaduna State. Igbinedion University and Madonna University were selected because they are among oldest private universities in the country, in terms of year of establishment. The data for State universities in Nigeria were sourced from members of their management.

2.3 Data on revenue and expenditure of Kaduna State-owned higher education HEIs were obtained from the Accountant General's reports.

2.4 The period covered for the public HEIs in Kaduna State is 2015 – 2020, that is since the inception of the Governor Nasir Ahmad El-Rufai administration.

2.4 The data were analyzed using descriptive and inferential statistics for easy understanding and comparison.

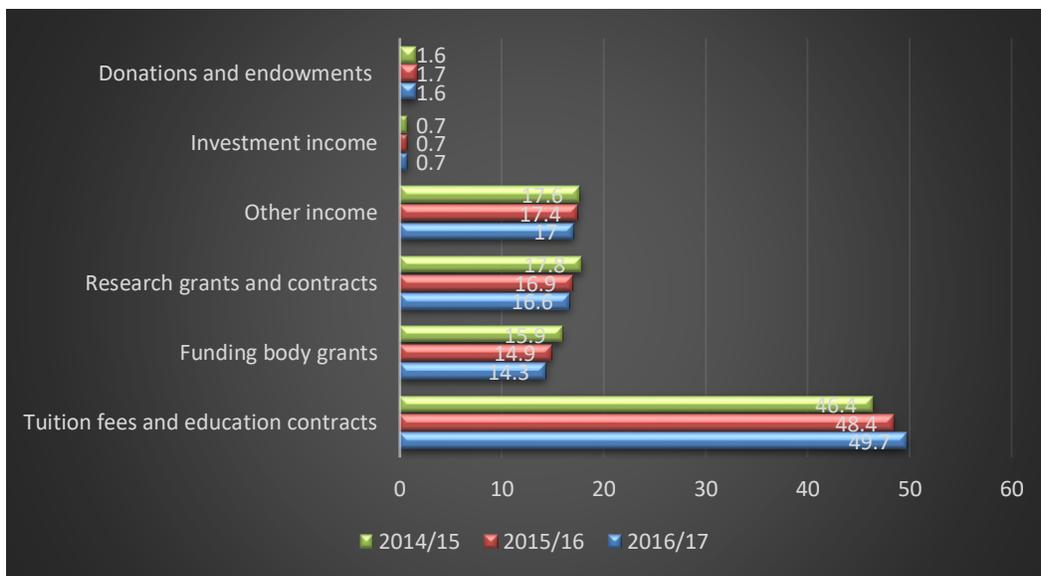
3. Revenue and Expenditure of Foreign Universities

3.1 This section focuses on the sources of revenue and expenditure of higher education institutions in the UK, Australia, South Africa, and Kenya. It presents the various sources of their revenue and expenditure. The aim is to enable us compare their revenue sources and expenditure with Kaduna State-owned Higher Education Institutions.

3.2 Revenue and Expenditure of Universities in the United Kingdom

3.2.1 Sources of Revenue of UK Universities

Figure 1: Share of Income Generated by U.K Universities.

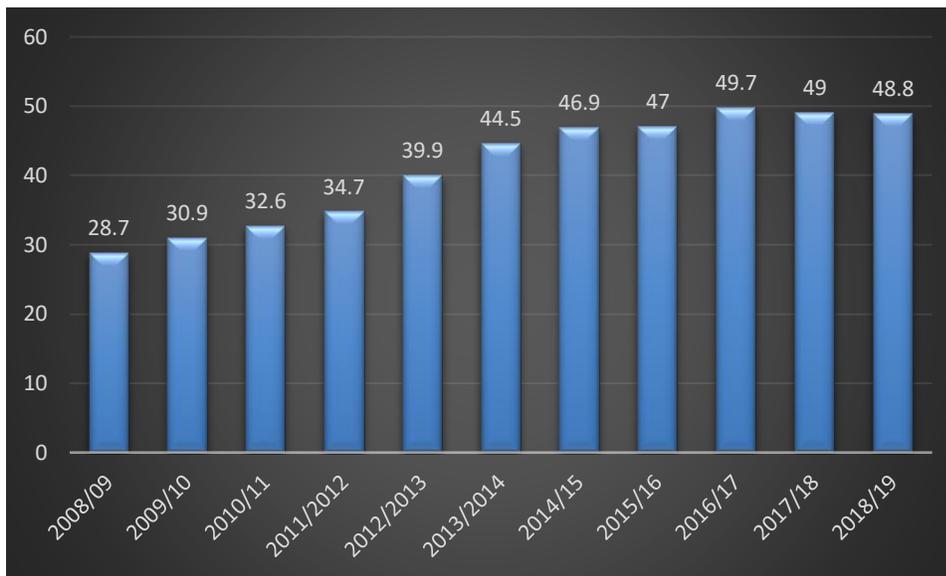


3.2.2 Figure 1 gives a graphical representation of shares of income generated by Universities in the United Kingdom. Tuition fees and education contracts account for 46.4% of revenue generated by the universities for the year 2014/15, 48.4% for 2015/16, and 49.7% for 2016/17. Funding body grants account for 15.9% of revenue generated in

2014/15, 14.9% for 2015/16, and 14.3% for 2016/17. Furthermore, research grants and contracts account for 17.8% of revenue generated in 2014/15, 16.9% for 2015/16, and 16.6% for 2016/17. Other income also fetched relatively large share of revenue in the three sessions. However, donations and endowment had relatively small contributions of about 1.6% (2014/15), 1.7% (2015/16), and 1.6% (2016/17). The least in contribution is investment income that maintained a static percentage (0.7%) for all the three sessions.

3.2.3 Tuition Fees as a share of revenue of Universities in the UK

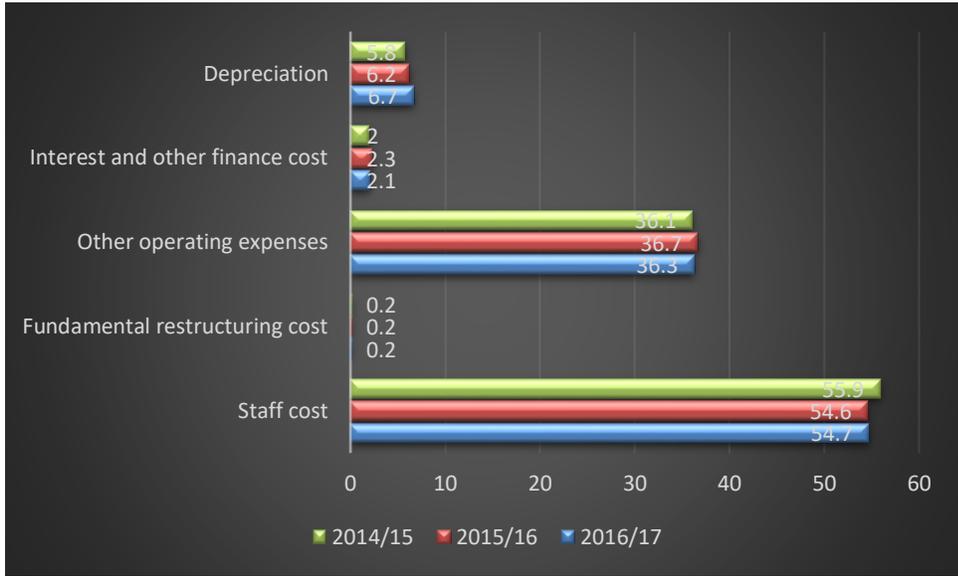
Figure 2: Tuition as a % of income of UK Universities



3.2.4 Figure 2 shows the percentage of tuition fees as a share of revenue of universities in the UK. As can be seen from the above, the share of tuition fees as a percentage of revenue has consistently increased from 28.7% in 2008/9 to 48.8% in 2018/19 academic years. This can be attributed to a number of reasons; it is either that tuition fees are adjusted upward annually or that there is an increase in number of students admitted from year to year.

3.2.5 Components of Expenditure of Universities in the UK

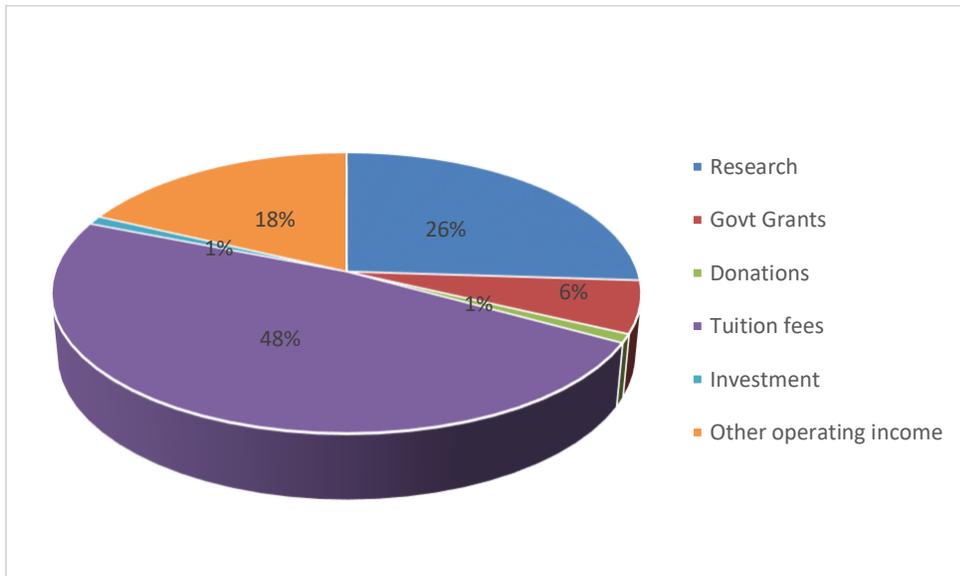
Figure 3: Expenditures of Universities in UK



3.2.5 Figure 3 shows the various components of expenditure of universities in the UK. It shows that majority of universities in the UK spend their income on staff cost (54.7%), followed by other operating expenses (36.3%), depreciation (6.7%), interest and finance cost (2.1%), and fundamental restructuring cost (0.2%).

3.2.6 Sources of Revenue of University of Birmingham

Figure 4: Total revenue of University of Birmingham (2017/18)

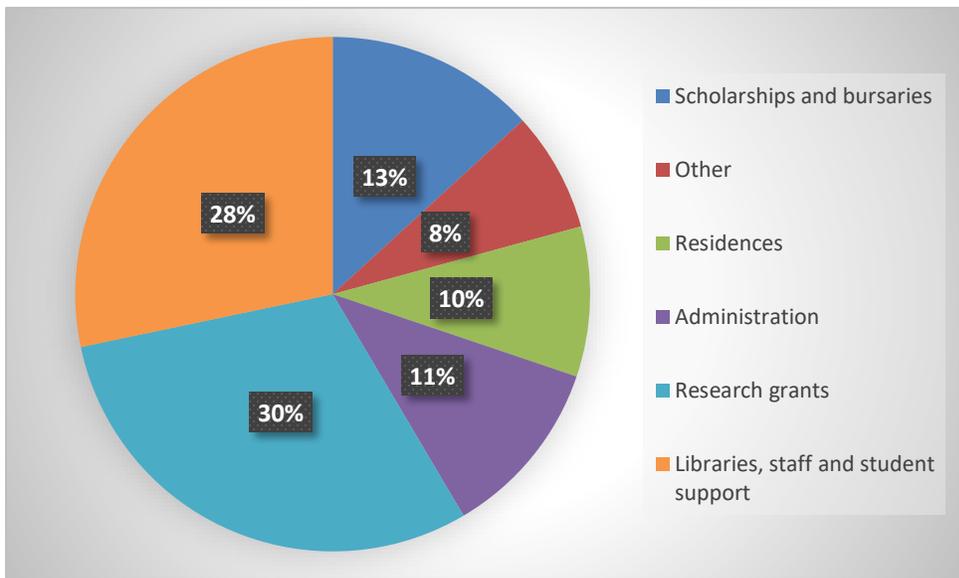


3.2.7 Figure 4 shows the various revenue resources of University of Birmingham in the UK. This university was selected because its revenue and expenditure statements were readily available on its website.

3.2.8 As can be seen from Figure 4, tuition fees account for 48% of its revenue in the 2017/18 academic year, almost the same percentage as the national average that is graphically depicted in Figure 2. In effect, this mirrors the general trend of the percentage of revenue contributed by tuition fees. It shows that research grants contribute 26% to the university revenue in the year under consideration. One likely implication of this large amount of research grants is that academics in the university are producing high quality research that enhances scientific knowledge. In turn, this has positive impact on teaching and learning. The university will be able to produce graduates that are able to contribute to national and global development. Other sources of revenue are investments (26%), donations (1%), and government grants (6%).

3.2.9 Components of Expenditure of University of Birmingham

Figure 5: Different components of expenditure of University of Birmingham (2017/18)



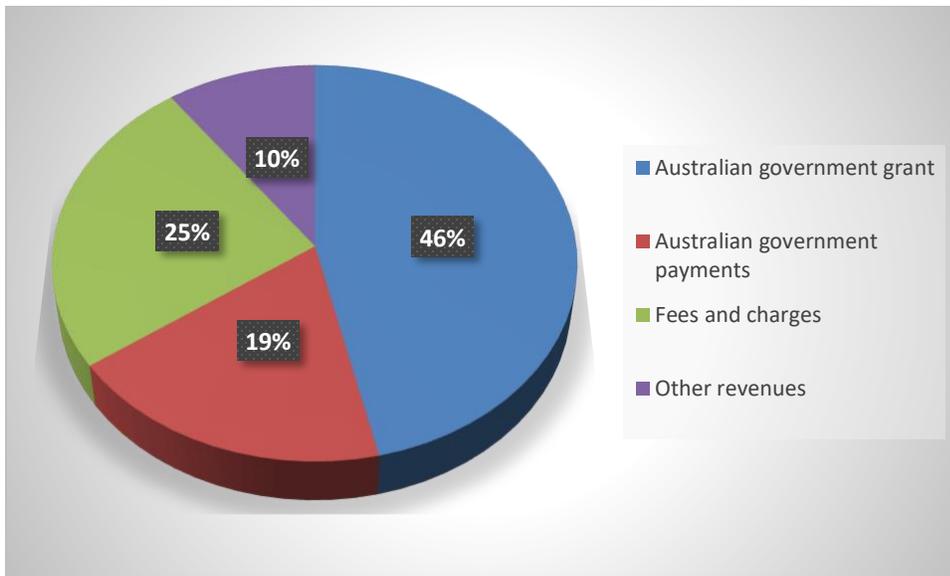
3.2.10 Figure 5 shows the various components of expenditure of University of Birmingham, namely research, libraries, staff and student support, scholarships and bursaries, residences, administration, among others. As can be seen from figure 4, scholarships and bursaries constitute the largest share of expenditure (30%), followed by libraries, staff, and student support (28%). In subsequent sections, we will compare Kaduna Tertiary institutions staff salaries as a percentage of total expenditure.

3.3 Revenue and Expenditure of Universities in Australia

3.3.1 Sources of revenue of Australian Universities

Figure 6 shows the various revenue sources of universities in Australia from 2012 to 2016.

Figure 5: Income Sources of Australian Universities



3.3.2 As can be seen from the chart, grants from government constitutes the highest share of revenue of universities in Australia (46%), followed by Tuition fees and charges (25%). Other sources of revenue are Australian government payments (19%) and 10% from other sources.

3.3.3 Components of Expenditure of Australian Universities

Figure 6: Expenditure of Australian Universities

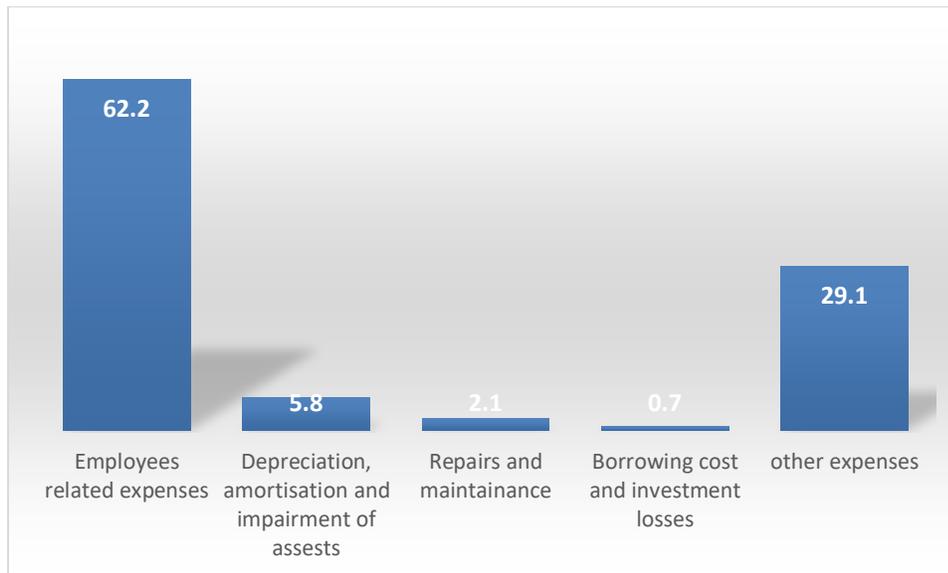


Figure 7 shows that between 2012-2016, employee-related expenses constituted the highest share of expenditure of Australian universities (62.2%), followed by other expenses (29.1%). It is interesting to note that the universities have expenditure line items like depreciation, amortization, and impairment of assets, as well as repairs and maintenance.

3.4 Revenue and Expenditure of Universities in South Africa

3.4.1 Sources of revenue of South African Universities

3.4.2 Table 1 presents sources of income of universities in South Africa. The aim is to subsequently compare them with sources of income of Kaduna State-owned universities, including KASU.

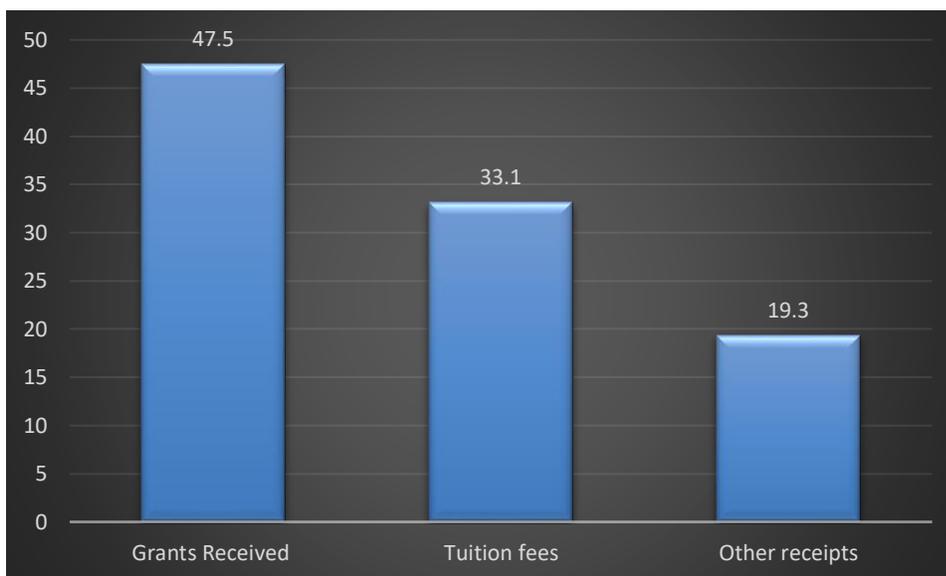
Table 1: Sources of income of South African Universities (2019) (in million Rands)

S/N	Higher education institutions	Grants received (in million Rands)	Tuition fees	Other receipts	Total
1	UNISA	4047	3026	781	7854
2	Cape Town	2328	1845	2740	6913
3	Wits	2284	2230	1914	6428
4	Stellenbosch	2285	1452	2278	6015
5	KwaZulu-Natal	2793	1778	1100	5671
6	Johannesburg	2543	1970	562	5075
7	Tshwane	2624	1208	384	4216
8	Free State	1477	1365	573	3415
9	Nelson Mandela	1303	965	914	3182
10	Cape Peninsula	1529	1124	155	28082808
11	Walter Sisulu	1141	1459	43	2643
12	Western Cape	1568	543	508	2619
13	Durban	1238	1023	352	2613
14	Limpopo	1149	835	371	2355
15	Pretoria	3185	2 354	2032	2032
16	Rhodes	791	606	295	1692
17	Fort Hare	979	556	139	1674
18	Vaal	870	503	198	1571
19	Venda	856	528	176	1560
20	Zululand	787	508	115	1410
21	Sefako Makgatho	853	303	160	1316
22	Mpumalanga	1114	109	51	1274
23	Central	709	414	76	1199
24	Northwest	2214	1 932	1173	1173
25	Mangosuthu	563	565	2	1130

26	Sol Plaatje	778	109	18	905
	% Share	47.5%	33.1%	19.3%	100%

3.4.3 Table 1 shows that there are three main sources of income in South African Universities which include: grants from the government, tuition fees and other receipts. South African universities received the largest share of their income through grants from the government (R 42,007m), followed by tuition fees with a total R 29,313 million. However, the lowest share of income comes from other receipts (17,108). Also, there are individual variations income generated. For example, the UNISA generated the highest share of grants (R 4,047 m) and tuition fees (R 3,026 m) compared to other universities.

Figure 7: Sources of Income of South African Universities



3.4.4 Figure 8 is an illustration of income generated by South African Universities from various sources. Grants from the government constitute the highest share of 47.5% of their revenue. Tuition fees account for 33.1% and other receipts account for 19.3% of their revenue.

3.4.5 Components of Expenditure of South African Universities

3.4.6 Table 2 presents the expenditure of universities in South Africa. These include compensation of employees, purchase of goods and services, interest paid, other payments, and purchases of non-financial assets.

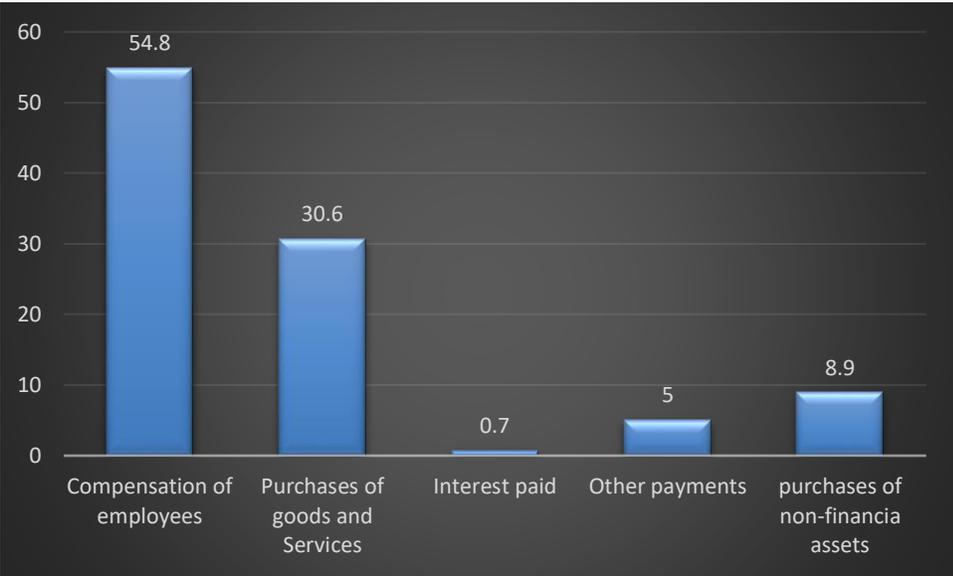
Table 2: Expenditure of South African Universities (2019) (in million Rands)

	Higher education institutions	Compensation of employees (in million Rands)	Purchases of goods and services	Interest paid	Other payments	Purchases of nonfinancial assets	Total
1	UNISA	5424	1731	7	118	111	7391
2	Pretoria	3798	2396	1	163	995	7353
3	Cape Town	3551	2169	34	699	434	6887
4	Stellenbosch	2651	1777	37	486	1054	6005
5	Witswatersrand	3144	1441	115	665	408	5773
6	Johannesburg	2770	1353	5	491	263	4882
7	KwaZulu-Natal	2427	1531	71	243	495	4767
8	Northwest	2406	1338	10	225	399	4378
9	Tshwane	2613	1191	4	70	88	3966
10	Free State	1646	870	21	65	249	2851
11	Cape Peninsula	1569	814	57	53	175	2668
12	Nelson Mandela	1387	817	5	173	122	2504
13	Western Cape	1281	730	17	113	233	2374
14	Walter Sisulu	1155	1064	1	34	50	2304
15	Durban	1101	782	10	19	179	2091
16	Limpopo	1021	861	0	0	74	1956
17	Vaal	976	569	1	22	148	1716
18	Fort Hare	662	406	76	80	296	1520
19	Rhodes	774	481	1	119	127	1502
20	Venda	721	278	38	47	149	1233
21	Sefako Makgatho	726	420	0	0	64	1210

22	Zululand	503	456	2	5	55	1021
23	Mangosuthu	427	392	27	73	13	932
24	Mpumalanga	266	148	0	3	513	930
25	Central	544	298	1	27	41	911
26	Sol Plaatje	221	156	1	4	350	732
	% Share	54.8%	30.5%	0.7%	5%	8.9%	100%

3.4.7 From Table 2, (which is depicted in Figure 9) we can see that a large share of their income is spent on compensation of employees (R 43,763m), followed by purchases of goods and services with an amount of R 24,468m. Also, there are some differences between the universities. We observe outliers in the case of University of Sol Plaatje, which spent more on the purchase of non-financial assets (R 350m) than in the compensation of employees (R 221 m). But we can rightly conclude that, they spend the largest share of their income on the payment of employee related expenses.

Figure 8: Expenditure of South African Universities



3.4.8 Figure 9 represents the various shares of expenditures made by South African Universities. 54.8% is spent on compensation of employees, while 30.6 percent is spent on purchase of goods and services. Other areas of expenditures are purchases of non-financial assets, other payments, and interest paid with 8.9%, 5%, and 0.7% respectively.

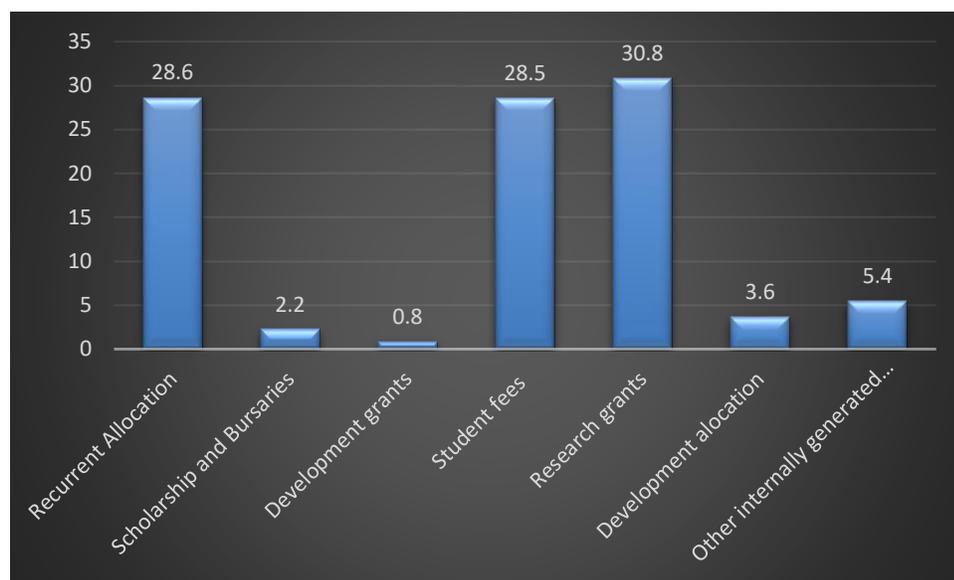
3.5 Revenue and Expenditure of Public Universities in Kenya

3.5 This section focuses on the revenue and expenditure of public universities in Kenya.

3.5.1 Sources of revenue of Kenyan Universities

3.5.2 Figure 10 shows the revenue generated by public universities in Kenya from various sources namely, scholarships and bursaries, fees, research grants, among others.

Figure 9: Income generated by Public Universities in Kenya



3.5.3 From figure 10, it can be seen that public universities in the country have diversified revenue sources, namely recurrent allocation from government, scholarships and bursaries, development grants, student fees, research grants, development allocation, and other internally generated revenue sources. An interesting point to note is that research grants contribute the highest share of revenue (30.8%), followed by government subsidy (28.6%). Student fees is the third highest source of revenue, contributing 28.5% of total revenue. However, development allocation (3.6%), other internally generated revenue (5.4%), and scholarship and bursaries (2.2%) contributed relatively smaller shares of income. Development grants generated the least share of income of 0.8%.

3.5.4 Components of Expenditure of Kenyan Universities

3.15 Figures 10 and 11 present recurrent and capital expenditures by public universities in Kenya.

Figure 10: Recurrent expenditure of Public Universities in Kenya

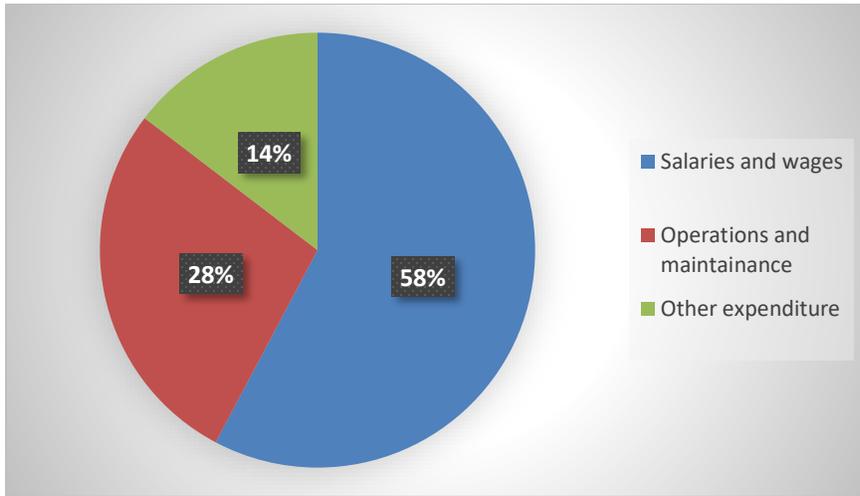


Figure 10 shows that 58% of expenditure is spent on payment of salaries and employee related compensations. While operations and maintenance, and other expenditure amount to 28%, and 14% respectively.

Figure 11: Capital expenditure of Public Universities in Kenya

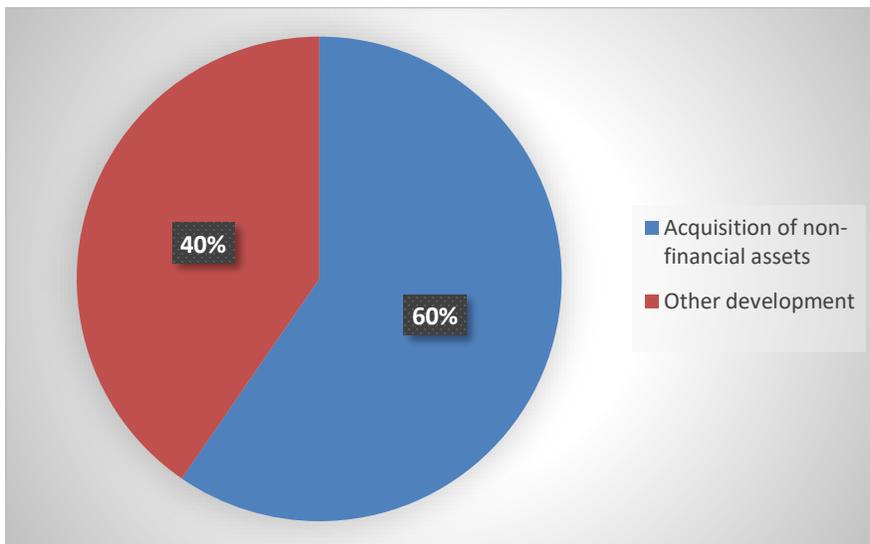


Figure 11 shows that acquisition of non-financial assets account for 60% of expenditure of public universities in Kenya while other capital development account for 40% of capital expenditure for the academic years 2013/14-2016/17.

3.6 General Observations on Revenue and Expenditure of the International Cases

3.6.1 Universities outside Nigeria have diversified income sources. These include fees, research grants, government grants, scholarships and bursaries, donations, investments, among others.

3.6.2 From the graphical presentations, it is evident that universities across the globe have different sources of income and ways they spend their income. For instance, while universities in the U.K rely heavily on tuition fees and education contracts, South African and Australian universities depend heavily on grants from the government. From the analysis, it is observed that University of Birmingham depends heavily on tuition fees as a major source of revenue (48%). A very interesting fact is that research grants constitute the second highest source of the university's revenue. This is similar to public universities in Kenya where research grants constitute the highest source of revenue.

3.6.3 Therefore, we can rightly say, Universities in the U.K generate more income from tuition fees and education contracts. This could be attributed to the fact that students pay much higher fees to study in the UK than in Africa and this is on the assumption that universities retain their tuition fees. Not only that, but also the enrollment rate is also far higher in the UK than in Africa. The value attached to education is another factor that may contribute to the discrepancies which account for cost sharing by the government, parents, and students. In addition, academics in the UK are highly committed to research, and produce high quality research outputs. As a consequence, they are able to attract large amount of external research grants. However, even in the UK, there are some variations to the amount of income generated between years. For instance, the income generated in 2016/17 is the peak level of income (49.7%) compared to 2015/16 and 2014/15 that were 48.4% and 46.4%, respectively.

4. Tuition Fees in Nigerian Universities

4.1 This section looks at Universities in Nigeria and their tuition fees. It considers the tuition fees of some selected private and state universities. Again, this will serve as a basis to compare their fees with those charged by Kaduna State-owned higher education

institutions. This section is divided into two sub-sections, namely private and state universities.

4.2 Tuition Fees of Selected Private Universities in Nigeria

4.2.1 Table 3 below contains the tuition fees charged by 13 selected Private Universities in Nigeria per program. Nile and Baze Universities have the highest fees, followed by Pan-Atlantic and Afe Babalola universities. As can be observed from the table, Medicine and Surgery, Engineering, and Law have the highest tuition fees in almost all the universities.

Table 3: Fees of some selected private universities in Nigeria

S/N	Name of University	Tuition by Department (NGN)				
		Medicine	Engineering	Law	Biochemistry	Accounting
1	Nile University	₦5,750,000	₦ 2,400,000	₦2,600,000		
2	Madonna University	₦1,500,000	₦ 455,000	₦1,200,000	₦ 356,000	₦ 403,000
3	Igbenedion University	₦ 895,000	₦ 895,000	₦ 895,000	₦ 715,000	₦ 895,000
4	Baze University	₦3,025,000	₦ 3,025,000	₦3,025,000		
5	Caritas University		₦ 390,000		₦ 322,000	₦ 322,000
6	Achievers University		₦ 600,000	₦800,000	₦ 400,000	₦ 400,000
7	Caleb University				₦ 189,000	₦ 189,000
8	Covenant University		₦ 1,002,500		₦ 984,500	₦ 937,500
9	Landmark University		₦ 675,000		₦ 577,000	₦ 605,000
10	Pan-Atlantic University		₦ 2,835,000			2,312,000
11	Al-Hikma University			₦ 856,000		
12	Afe Babalola University	₦2,500,000	₦ 1,350,000	₦ 2,325,000		

13	Adeleke University		₦ 897,000	₦ 1,421,000		
		Computer Science	English Language	Political Science	Economics	Microbiology
1	Nile University	₦ 403,000	₦ 356,000	₦ 356,000	₦ 403,000	₦ 356,000
2	Madonna University	₦ 835,000				
3	Igbenedion University	₦2,722,500	₦ 715,000	₦ 715,000	₦ 715,000	₦ 715,000
4	Baze University	₦ 322,000	₦ 220,000	₦ 322,000	₦ 322,000	₦ 322,000
5	Caritas University	₦ 400,000		₦ 400,000	₦ 400,000	₦ 400,000
6	Achievers University	₦ 189,000	₦ 189,000	₦ 189,000	₦ 189,000	₦ 189,000
7	Caleb University	₦ 977,500	₦ 977,500	₦ 977,000	₦ 937,500	₦ 984,000
8	Covenant University	₦ 615,000				
9	Landmark University	₦2,532,500			₦ 2,312,000	
10	Pan-Atlantic University		₦ 193,000			

Source: websites of the selected universities

4.2.2 For medicine, as a representative of the clinical sciences, Nile University charges ₦5,750,000, Baze University charges ₦3,025,000*, followed by Afe Babalola University (₦2,500,000), Madonna University (₦1,500,000) and Igbinedion University (₦895,000). From this, medicine has the highest school fees, though, Baze University has the same school fees for medicine, engineering, and law. Also, Igbinedion University has relatively the lowest school fees for medicine.

4.2.3 It is important to note that only few private universities offer medicine, a point that should be of concern to the Federal Government and National Universities Commission, the agency that approves the establishment of universities as well as regulates them. This is important because private universities in the country like other parts of the continent tend to run more courses in liberal arts, social sciences, and business-related degrees. Nigeria is less likely to generate the knowledge and scientific discovery needed for its development through a focus on non-STEM courses.

4.2.4 Among the private universities, Baze University charges the highest school fees of ₦3,025,000 in Engineering, followed by Pan Atlantic with ₦2,835,000, Nile University with ₦2,400,000, Covenant University with ₦1,002,500. Other private universities that charge

relatively lower school fees in Engineering are Adeleke University (₦897,770), Igbinedion University (₦895,000), Achievers University (₦600,000), and Landmark University (₦675,000). Madonna University (₦455,000) charging the lowest tuition fees in Engineering.

4.2.5 Law is another important course with relatively high tuition fees in the private universities in the country. Students in Baze University pay a tuition fee of ₦3,025,000 per annum while those in Nile University pay ₦2,600,000. Afe Babalola University has a school fees of ₦2,325,000 for law, Madonna University with ₦1,200,000, Adeleke University with ₦1,421,500, Igbinedion University with ₦895,000, Achiever University with ₦800,000, and Al-Hikmah University with ₦856,000. From the table, it can be observed that, Caleb University charges the same school fees (₦189,000) across multiple programs/courses.

4.2.6 Madonna University charges same tuition fees (₦403,000) for Economics, Computer Science and Accounting. It also charges same fees (₦356,000) for English language, Political Science, and Microbiology. Caristas University charges ₦322,000 for Accounting, Computer Science, Political Science, Economics and Microbiology and ₦220,000 for English Language. Achievers University charges ₦400,000 for Biochemistry, Accounting, Computer Science, Political Science, Economics and ₦500,000 for Microbiology. Igbenedion University has the same tuition fee (₦715,000) for English language, Economics, Political Science, Microbiology and ₦895,000 and ₦835,000 respectively for Accounting and Computer Science. Baze University has the highest school fees for Computer Science (₦2,722,500) relative to other private universities.

4.2.7 In Covenant University, Accounting and Economics have a school fees of ₦937,000, while Computer Science, English Language and Political Science also have the same school fees of ₦977,000, and Microbiology with ₦984,000.

4.2.8 Landmark University has ₦605,000 for Accounting, ₦615,000 for Computer Science, ₦532,000 for Political Science, and ₦585,000 for Economics. Pan Atlantic charges a higher tuition fees for Accounting (₦2,312,500), Computer Science (₦2,532,500), and Economics (₦2,312,500).

4.2.9 It is important to note that, the analysis uses programs that cut across the universities as proxies. Also, the courses selected are representatives. Medicine and

surgery represent clinical sciences, economics and political science represent social sciences, microbiology and biochemistry represent the sciences, engineering represents all engineering courses and English and law represent the liberal arts. It can also be observed that, universities charge relatively high school fees for courses in management and social science, pure and applied sciences than courses in education and arts.

4.3 Tuition Fees of Selected States' Universities in Nigeria

4.3.1 Table 4 below presents tuition fees for Resident and non-Resident students at selected State Universities in Nigeria. In other states, these are referred to as indigenes and non-indigenes. In Kaduna State, the El-Rufai administration gives premium to place of residence rather than the so-called indigenes and non-indigenes by other states. As noted in the methodological section, these universities cut across the six geopolitical zones in the country. Another criterion for selection is year of establishment, from the oldest to the most recently established states' universities.

Table 4: Tuition fees of selected state universities in Nigeria

S/N	NAME OF UNIVERSITY	Tuition Fees (NGN)		
		Resident		Non-Resident
1	Bayelsa Medical University, Yenagoa	₦ 367050.00		₦ 472,050
2	Edo State University Uzairue	₦228500.00	—898500.00	₦ 228,500 - 898, 500
3	Kwara State University Malete	₦ 99500.00	—109500.00	₦ 200,000 - 210,000
4	Ambrose Alli University, Ekpoma	₦ 90000.00	—160000.00	₦ 90,000 - 160,000
5	Imo State University, Owerri	₦ 90000.00	—190000.00	₦ 90,000 - 190,000
6	Ebonyi State University, Abakaliki	₦ 86000.00	—128000.00	₦ 86,000 - 128,000
7	Lagos State University, Ojo	₦ 67048.50	—115750.00	₦ 67,048.50 - 115,750
8	Ekiti State University, Ado-Ekiti	₦ 56000.00	—170000.00	₦ 56,000-170,00
9	Akwa Ibom State University, Uyo	₦ 52000.00		₦ 72,000
10	Abia State University, Uturu	₦ 48000.00	—56000.00	₦ 128,000 - 186,000
11	Kogi State University, Ayingba	₦ 46500.00	—150000.00	₦ 46,500- 150,000

12	Bauchi State University, Gadau	₦ 40000.00	—96000.00	₦ 40,000-96,000
13	Plateau State University Bokokos	₦ 40000.00		₦ 90,000
14	Sokoto State University, Sokoto	₦ 40000.00		₦ 60,000
15	Umaru Musa Yar'adua University, Katsina	₦ 40000.00	—5000.00	₦ 74,500
16	Zamfara State University, Talata-Mafara	₦ 31800.00	—4800.00	₦ 31,800 – 54, 800
17	Yobe State University	₦ 29000.00	—34100.00	₦ 90,000
18	Nasarawa State University, Keffi	₦ 27700.00	—105000.00	₦ 27,700 – 105,000
19	Adamawa State University, Mubi	₦ 27000.00	—47000.00	₦ 35,200 - 55,200
20	Gombe State University, Gombe	₦ 26500.00	—50500.00	₦ 26,500-80,500
21	Kano University of Science and Technology Wudil	₦ 22000.00	—50000.00	₦ 22,000- 50,000
22	Kaduna State University	₦ 26,150.00		₦ 37,150.00
Note: fees presented here are ranges, depending on programs and exclude accommodation, faculty, and departmental charges, among others				

Source: Interviews with members of respective university management

4.3.2 Bayelsa Medical University charges the highest tuition with ₦367,050.00 for resident and ₦472,050.00¹ for non-resident. Edo State University follows closely, charging ₦228,500 to ₦898,000 depending on program. Kano State University of Science and Technology on the other hand has the lowest school fees of ₦22,000 to ₦50,000 for both resident and non-resident students.

4.3.3 Gombe State University charges a tuition fee of ₦26,500 to ₦50,500 for indigens students and ₦26,500 to ₦80,500 for non-indigens students. However, the University depends on monthly allowance from the state government and have other sources of revenue including running a university zoo, earnings from sales of registration of form, real estate, consultancy services, part-time or professional degree certification, sachet and bottled water and poultry services.

¹ KASU charges N30,000 for Medicine

4.3.4 Lagos State University fees are relatively higher compared to other state universities. It charges a tuition fee of ₦67,000 to ₦115,750 to indigens. Sokoto State University charges ₦40,000. Zamfara State University charges ₦31,800 to ₦54,800, Nasarawa State University charges ₦27,700 to ₦105,000. Kaduna State University (KASU) charges ₦26,150, one of the lowest among states' universities in the country.

4.3.5 For non-indigens students however, Edo State University fees range from ₦228,500 to ₦898,500 and Kwara State University fees range from ₦200,000 to ₦210,000. These are followed by Ambrose Alli University (₦90,000 – ₦160,000), Imo State University (₦90,000 – ₦190,000), Ebonyi State University (₦86,000 – ₦128,000) and Lagos State University (₦67,000 – ₦115,750).

4.3.6 A very important point to note is that Ambrose Ali University has other sources of income like agriculture and bakery. The support from the government was drastically reduced from ₦41 million to ₦20 million monthly. The aftereffect of this was that the university was unable to pay salaries for 6 months to its employees.

4.3.7 *Observation:* From the observation of the revenue sources of other state universities, one thing is clear, that is they are not producing knowledge that can be turned into commercial products.

5. Revenue and Expenditure of Kaduna State-owned Higher Education Institutions

5.1 This section focuses on the revenue and expenditure of Kaduna State-owned Higher Education Institutions, namely Kaduna State University (KASU), Nuhu Bamalli Polytechnic, Zaria, College of Education, Gidan Waya, College of Nursing and Midwifery, Kafanchan and Tudun Wada, Shehu Idris College of Health and Technology, Makarfi.

5.2 *Kaduna State University (KASU)*

5.2.1 This section presents the total revenue and expenditure of KASU from 2015 to 2020. The aim is to show whether revenue can fund salaries and other employee related compensations of the institution.

Table 5: Revenue and expenditure (actual) of Kaduna State University (2015-2020)

KADUNA STATE UNIVERSITY					
	Internally Generated Revenue	Recurrent Expenditure		Total Capital Expenditure	Government Subsidy ²
		Overhead Costs	Personnel Costs		
2015	296,721,900.00	512,928,082.61	2,242,204,248.66	6,947,485,634.30	9,702,617,965.57
2016	297,576,555.45	532,587,688.10	2,856,781,911.20	62,703,816.32	3,452,073,415.62
2017	493,770,490.00	521,109,579.00	2,753,760,771.00	2,468,501,307.40	5,743,371,657.40
2018	953,530,175.00	513,115,045.88	3,209,315,666.13	107,264,349.84	3,829,695,061.85
2019	590,875,517.50	412,774,894.03	3,762,462,260.23	47,843,309.67	4,223,080,463.93
2020	765,855,671.00	446,164,158.68	3,407,230,723.80	10,344,039,370.43	14,197,434,252.90
Budgeted amount in red, actual amount not reported					

Source: Accountant General's Report

5.2.2 Table 5 provides total revenue and expenditure of KASU. Personnel costs, which include employee related compensations, and overhead costs make up the recurrent expenditure. The major source of revenue generated by the institutions is fees, which include tuition fees, registration fees, medical fees, training fees and so on. Other sources of revenue include earnings from consultancy services, e-library and rent on university property. Apart from fees, the other sources of revenue generated by KASU are insignificant.

5.2.3 Table 6 provides total internally generated revenue by KASU as a percentage of personnel cost and total recurrent expenditure of KASU, depicted by Figure 12.

Table 6: KASU Revenue as a % of recurrent expenditure

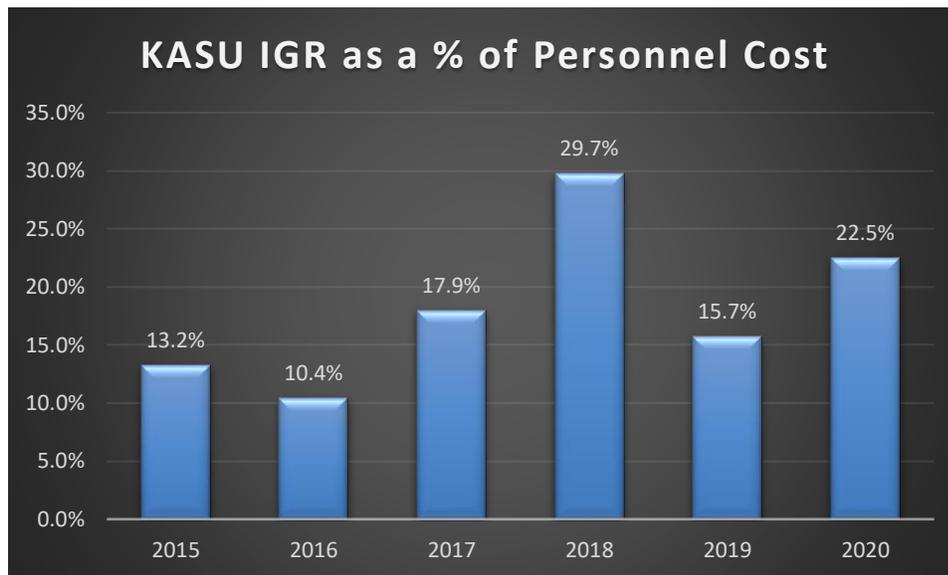
KASU	Personnel Costs	IGR³ as a % of Personnel Cost	Total Expenditure (capital + recurrent)	IGR as a % of total expenditure
2015	2,242,204,248.66	13.2%	9,702,617,965.57	3.06%
2016	2,856,781,911.20	10.4%	3,452,073,415.62	8.62%
2017	2,753,760,771.00	17.9%	5,743,371,657.40	8.60%
2018	3,209,315,666.13	29.7%	3,829,695,061.85	24.90%
2019	3,762,462,260.22	15.7%	4,223,080,463.93	13.99%
2020	3,407,230,723.80	22.5%	14,197,434,252.90	5.39%

² Total amount of capital and recurrent expenditure is obtained from the government as subsidy.

³ IGR includes fees.

Budgeted amount in red, actual amount not reported

Figure 12: IGR of KASU as a % of its personnel cost (2015-2020)



5.2.4 In 2019, KASU internally generated a total revenue of ₦590,875,517.50 which is 13.2% of its personnel costs (₦3,762,462,260.22) and 13.9% of total expenditure (₦4,223,080,463.93). This means that total revenue is not enough to finance a fraction of the university's expenditure, making KASU highly dependent on government subsidy. In 2018, total revenue generated by the institution was ₦953,530,175.00, which is only 29.7% personnel cost (₦3,209,315,666.13) and 24.9% of total expenditure (₦3,829,695,061.85) while in 2017 total revenue generated was ₦493,770,490.00, 17.9% of personnel cost (₦2,753,760,771.00) and 8.6% of total expenditure (₦5,743,371,657.40).

5.2.5 Table 7 below provides capital expenditure of KASU.

Table 7: Capital expenditure of Kaduna State University

KADUNA STATE UNIVERSITY			
Capital Expenditure	Budget Amount	Actual	Actual as a % of budgeted amount
2015	6,954,530,540.08	-	-
2016	6,947,485,634.30	62,703,816.32	0.9%
2017	2,468,501,307.40	-	-
2018	2,158,321,994.78	107,264,349.84	5%
2019	4,040,471,112.93	47,843,309.67	1.2%
2020	10,344,039,370.43	-	-

Data not reported for 2015, 2017 and 2020

Source: Accountant General's Report

5.2.6 Capital projects include the procurement of equipment for various departments, construction on classrooms and theatres, furnishing laboratories, construction of hostels and common rooms, among others. As shown in Table 7, in 2019, the budgeted amount for capital expenditure was ₦4,040,471,112.93 while the actual amount spent on capital projects was ₦47,843,309.67, 1.2% of the budgeted amount. In the context of low capital expenditure, the university does not have adequate infrastructure, laboratory, and other equipment necessary to promote quality, excellence, and innovation. In turn, this will have adverse consequences on teaching and learning outcomes.

5.3 Nuhu Bamalli Polytechnic, Zaria

5.3.1 This section presents the total revenue and expenditure of Nuhu Bamalli Polytechnic, Zaria from 2015 to 2020.

Table 8: Revenue and expenditure (actual) of Nuhu Bamalli Polytechnic, Zaria (2015-2020)

NUHU BAMALLI POLYTECHNIC ZARIA					
	Internally Generated Revenue	Recurrent Expenditure		Total Capital Expenditure	Government Subsidy
		Overhead Costs	Personnel Costs		
2015	608,186,251.00	450,383,098.31	1,403,026,580.68	1,076,000,000.00	2,929,409,678.990
2016	594,400,000.00	428,807,832.73	177,129,559.35	661,000,000.00	1,266,937,392.080
2017	456,458,154.20	437,900,987.00	1,363,979,820.00	661,000,000.00	2,462,880,807.000
2018	430,784,184.19	433,363,458.00	1,333,729,538.21	22,957,026.40	1,790,050,022.61
2019	522,658,341.98	433,363,458.00	1,296,141,764.76	44,637,155.08	1,774,142,377.84
2020	559,105,190.00	120,247,096.64	1,388,811,521.52	177,244,366.76	1,686,302,984.92
Budgeted amount in red, actual amount not reported					
Government subsidy is the sum of recurrent and capital expenditure					

Source: Accountant General's Report

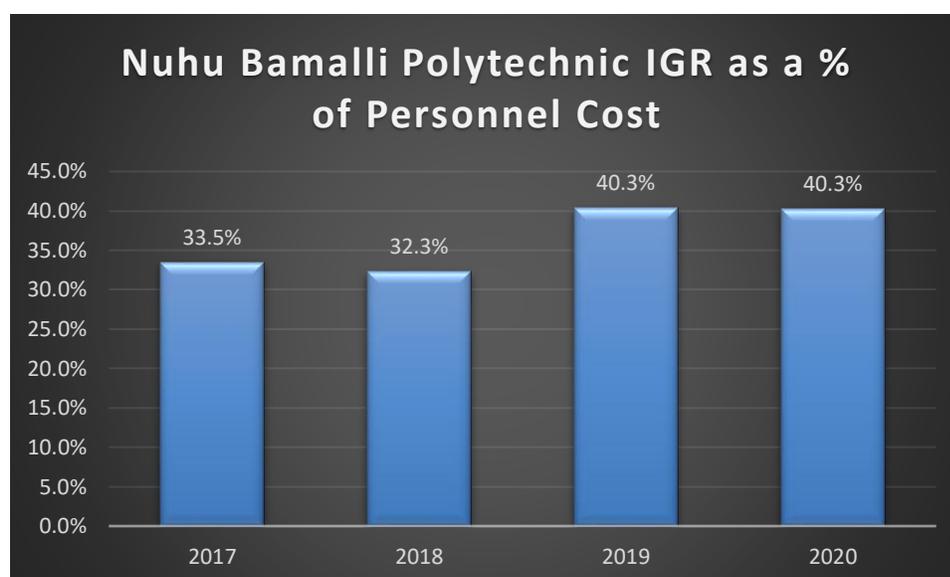
5.3.2 Table 8 above provides total expenditure (depicted by Figure 14) and total revenue of Nuhu Bamalli Polytechnic from 2015 to 2020. Personnel costs, which includes employee related compensations, and overhead costs make up the recurrent expenditure. The only source of revenue generated by the institution fees, mainly tuition fees, registration fees, medical fees, training fees and so on.

5.3.3 Table 9 provides total internally generated revenue as a percentage of personnel cost and total expenditure of Nuhu Bamalli Polytechnic, Zaria, depicted by Figure 13.

Table 9: Nuhu Bamalli Revenue as a % of recurrent expenditure

Nuhu Bamalli Poly	Personnel Costs	IGR as a % of Personnel Cost	Total Expenditure ⁴	IGR as a % of total expenditure
2015	1,403,026,580.68	43.35%	2,929,409,678.99	20.76%
2016	177,129,559.35	335.57%	1,266,937,392.08	46.92%
2017	1,363,979,820.00	33.47%	2,462,880,807.00	18.53%
2018	1,333,729,538.21	32.30%	1,790,050,022.61	24.07%
2019	1,296,141,764.76	40.32%	1,774,142,377.84	29.46%
2020	1,388,811,521.52	40.26%	1,686,302,984.92	33.16%

Figure 13: Nuhu Bamalli Polytechnic IGR as a % of Personnel Cost.



5.3.4 In 2020, Nuhu Bamalli Polytechnic generated a total revenue of ₦559,105,190.00 which is 40% of its personnel costs (₦1,388,811,521.52) and 33% of total expenditure (₦1,686,302,984.92). In 2019, the institution generated a total revenue of ₦522,658,341.98 which is 40% of its personnel costs (₦1,296,141,764.76) and 29% of total expenditure (₦1,774,142,377.84). In 2018, revenue generated stood at ₦430,784,184.19 amounting to 32% personnel cost (₦1,333,729,538.21) and 24% of total expenditure (₦1,790,050,022.61) while in 2017 revenue generated was ₦456,458,154.20, which amount to 33% of personnel cost (₦1,363,979,820.00) and 18% of total expenditure (₦2,462,880,807.00).

⁴ Capital and recurrent.

5.3.5 Table 10 below provides capital expenditure of Nuhu Bamalli Polytechnic, Zaria.

Table 10: Capital expenditure of Nuhu Bamalli Polytechnic, Zaria

NUHU BAMALLI POLYTECHNIC ZARIA			
Capital Expenditure	Budget Amount	Actual	Actual as a % of budgeted amount
2015	1,076,000,000.00	-	-
2016	661,000,000.00	-	-
2017	661,000,000.00	-	-
2018	670,363,923.40	22,957,026.40	3.4%
2019	921,012,014.73	44,637,155.08	4.8%
2020	177,244,366.76	-	-
Data not reported for 2015, 2016, 2017 and 2020			

Source: Accountant General's Report

5.3.6 Capital projects include the rehabilitation of hostels, classrooms, staff offices, construction of lecture theatres, procurement of equipment and vehicles, among others. In 2019, the budgeted amount for capital expenditure was N921,012,014.73 while the actual amount spent on capital projects was N44,637,155.08. This is 4.8% of the amount budgeted.

5.4 College of Education, Gidan Waya

5.4.1 This section presents the total revenue and expenditure of College of Education, Gidan Waya from 2015 to 2020.

Table 11: Revenue and expenditure (actual) of College of Education, Gidan Waya (2015-2020)

COLLEGE OF EDUCATION GIDAN WAYA					
	Internally Generated Revenue	Recurrent Expenditure		Total Capital Expenditure	Government Subsidy
		Overhead Costs	Personnel Costs		
2015	155,756,715.80	129,973,449.83	1,079,280,033.70	948,609,210.00	2,157,862,693.53
2016	267,954,740.00	203,325,904.49	1,135,858,127.81	267,954,740.00	1,607,138,772.30
2017	153,913,691.50	227,223,133.00	1,235,444,915.00	4,791,578.40	1,467,459,626.40
2018	231,590,576.51	269,623,200.00	1,056,804,815.00	89,404,685.05	1,415,832,700.05
2019	261,380,027.26	232,648,913.88	1,142,886,263.43	15,483,327.97	1,391,018,505.28
2020	317,768,590.00	55,285,889.00	1,357,634,712.00	615,781,386.22	2,028,701,987.22
Budgeted amount in red, actual amount not reported					
Government subsidy is the sum of recurrent and capital expenditure					

Source: Accountant General's Report

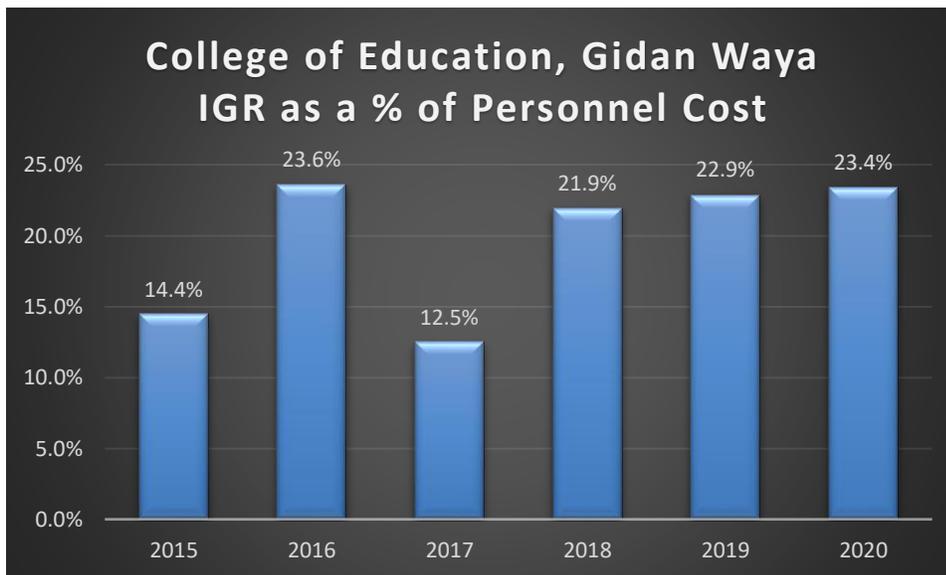
5.4.2 Table 11 above provides total revenue (depicted by Figure 15) and total expenditure (depicted by Figure 16) of College of Education, Gidan Waya from 2015 to 2020. Personnel costs, which includes employee related compensations, and overhead costs make up the recurrent expenditure.

5.4.3 Table 12 provides total internally generated revenue (mostly fees) as a percentage of personnel cost and total expenditure of College of Education, Gidan Waya, depicted by Figure 14.

Table 12: College of Education Gidan Waya Revenue as a % of recurrent expenditure

College of Education	Personnel Costs	IGR as a % of Personnel Cost	Total Expenditure ⁵	IGR as a % of expenditure
2015	1,079,280,033.70	14.4%	2,157,862,693.53	7.22%
2016	1,135,858,127.81	23.6%	1,607,138,772.30	16.67%
2017	1,235,444,915.00	12.5%	1,467,459,626.40	10.49%
2018	1,056,804,815.00	21.9%	1,415,832,700.05	16.36%
2019	1,142,886,263.43	22.9%	1,391,018,505.28	18.79%
2020	1,357,634,712.00	23.4%	2,028,701,987.22	15.66%

Figure 14: College of Education, Gidan Waya IGR as a % of Personnel Cost



⁵ Capital and recurrent.

5.4.4 The major source of revenue generated by the institution is fees, which is mainly tuition fees, registration fees, medical fees, training fees and so on. Other source of revenue is earnings from consultancy services. In 2019, the institution internally generated revenue was N261,380,027.26, which is 22.9% of its personnel costs (N1,142,886,263.43) and 18.79% of total expenditure (N1,391,018,505.28).

5.4.5 Table 13 below provides capital expenditure of College of Education, Gidan Waya.

Table 13: Capital expenditure of College of Education, Gidan Waya

COLLEGE OF EDUCATION GIDAN WAYA			
Capital Expenditure	Budget Amount	Actual budgeted	Actual as a % of budgeted amount
2015	948,609,210.00	-	
2016	2,161,498,641.17	-	
2017	548,912,345.02	4,791,578.40	0.9%
2018	1,596,478,094.87	89,404,685.05	5.6%
2019	529,103,580.02	15,483,327.97	2.9%
2020	615,781,386.22	-	
Data not reported for 2015, 2016 and 2020			

Source: Accountant General's Report

5.4.6 Capital projects include the rehabilitation of hostels, classrooms, library, construction of administrative block, procurement of classroom furniture, among others. In 2019, the budgeted amount for capital expenditure was N529,103,580.02 while the actual amount spent on capital projects was N15,483,327.97. This represents 2.9% of the budgeted amount.

5.5 College of Nursing & Midwifery, Tudun Wada

5.5.1 This section presents the total revenue and expenditure of College of Nursing & Midwifery, Tudun Wada from 2015 to 2019. Personnel costs, which includes employee related compensations, and overhead costs make up the recurrent expenditure. The major source of revenue generated by the institution is fees, which includes tuition fees, registration fees, medical fees, training fees and so on. Other sources of revenue include earnings from medical services, earnings from environmental health services and rent of college owned shops.

Table 14: Revenue and expenditure (actual) of College of Nursing, Tudun Wada (2015-2020)

COLLEGE OF NURSING TUDUN WADA					
	Internally Generated Revenue	Recurrent Expenditure		Total Capital Expenditure	Government Subsidy
		Overhead Costs	Personnel Costs		
2015	-	3,210,000.00	1,920,000.00	-	5,130,000.00
2016	19,350,000.00	38,108,000.00	190,976,358.00	2,276,000.00	231,360,358.00
2017	13,443,500.00	15,861,260.00	94,068,225.00	21,966,504.38	131,895,989.38
2018	31,208,814.01	18,429,680.01	86,624,608.18	10,217,805.18	115,272,093.37
2019	30,842,900.00	22,122,908.37	86,377,771.87	7,111,073.53	115,611,753.77
2020	70,106,973.00	31,420,700.00	303,107,992.92	363,518,136.76	698,046,829.68
Budgeted amount in red, actual amount not reported					
Government subsidy is the sum of recurrent and capital expenditure					

Source: Accountant General's Report

5.5.2 In 2020, College of Education (Kafanchan and Tudun Wada campuses) jointly generated a total revenue of ₦70,106,973.00 while ₦30,842,900.00 was generated in 2019. In 2018, revenue generated stood at ₦31,208,814.01 surpassing its personnel cost of ₦18,429,680.01. Revenue was 29% of total recurrent expenditure (₦105,054,288.19). Again, this shows that the institution is heavily dependent on government subsidy.

5.5.3 Table 15 provides total revenue generated as a percentage of personnel cost and total expenditure of College of Nursing, Tudun Wada, depicted by Figure 15.

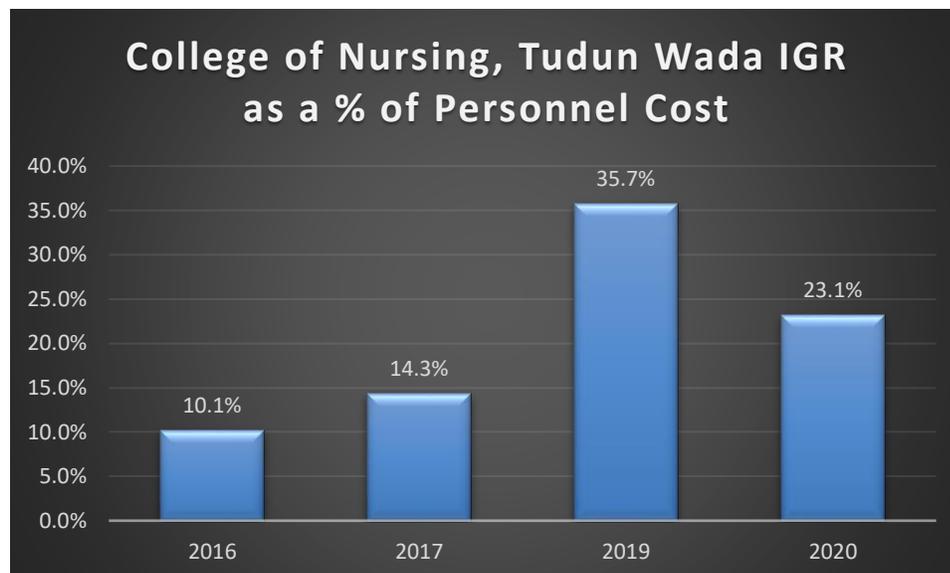
Table 15: College of Nursing Tudun Wada Revenue as a % of recurrent expenditure

	Personnel Costs	IGR as a % of Personnel Cost	Total Expenditure ⁶	Revenue as a % of total expenditure
2016	190,976,358.00	10.1%	231,360,358.00	8.4%
2017	94,068,225.00	14.3%	131,895,989.38	10.2%

⁶ Capital and recurrent.

2018	18,429,680.01	169.3%	115,272,093.37	27.1%
2019	86,377,771.87	35.7%	115,611,753.77	26.7%
2020	303,107,992.92	23.1%	698,046,829.68	10.0%

Figure 15: College of Nursing, Tudun Wada IGR as a % of Personnel Cost.



5.5.4 Table 16 below provides capital expenditure of College of Nursing and Midwifery, Tudun Wada.

Table 16: Capital expenditure of College of Nursing, Tudun Wada

COLLEGE OF NURSING TUDUN WADA			
Capital Expenditure	Budget Amount	Actual	Actual as a % of budgeted
2016	46,189,800.00	2,276,000.00	4.9%
2017	118,159,300.00	21,966,504.38	18.6%
2018	110,128,000.00	10,217,805.18	9.3%
2019	42,606,699.34	7,111,073.53	16.7%
2020	363,518,136.76	-	-
Data not reported for 2020			

5.5.5 Capital projects include the rehabilitation of administrative block, classes and laboratories, construction of toilets, construction of auditorium, procurement of library books, procurement of furniture and library equipment, among others. In 2019, the

budgeted amount for capital expenditure was N42,606,699.34 while the actual amount spent on capital projects was N7,111,073.53, which is 16.7% of the amount budgeted.

5.6 College of Nursing & Midwifery, Kafanchan

5.6.1 This section presents the total revenue and expenditure of the College of Nursing & Midwifery, Kafanchan from 2015 to 2019. Personnel costs, which includes employee related compensations, and overhead costs make up the recurrent expenditure. The major source of revenue is fees, which includes tuition fees, registration fees, medical fees, training fees and so on. Other sources of revenue include earnings from medical services, earnings from environmental health services and rent of college owned shops.

Table 17: Revenue and expenditure (actual) of College of Nursing, Kafanchan (2015-2020)

COLLEGE OF NURSING KAFANCHAN					
	Internally Generated Revenue	Recurrent Expenditure		Total Capital Expenditure	Government Subsidy
		Overhead Costs	Personnel Costs		
2015	30,047,000.00	30,989,755.18	186,628,180.36	1,000,000.00	218,617,935.54
2016	11,012,200.00	32,641,133.29	190,017,244.78	27,524,226.00	250,182,604.07
2017	7,370,213.00	65,152,997.00	205,634,459.00	12,274,737.65	283,062,193.65
2018	28,133,875.00	43,998,208.59	190,584,772.69	182,298,619.05	416,881,600.33
2019	30,842,900.00	39,012,077.35	196,284,280.73	200,359,559.10	435,655,917.18
2020	70,106,973.00	31,420,700.00	303,107,992.92	363,518,136.76	698,046,829.68
Budgeted amount in red, actual amount not reported					
Government subsidy is the sum of recurrent and capital expenditure					

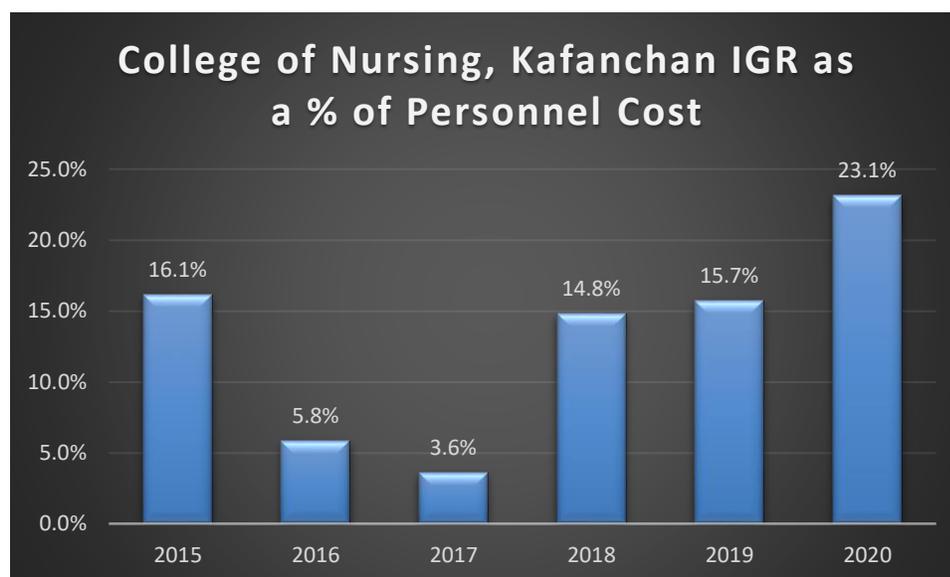
Source: Accountant General's Report

5.6.2 Table 18 provides total revenue generated as a percentage of personnel cost and total expenditure of the College of Nursing & Midwifery, Kafanchan, depicted by Figure 16.

Table 18: College of Nursing Kafanchan Revenue as a % of recurrent expenditure

	Personnel Costs	IGR as a % of Personnel Cost	Total Expenditure ⁷	IGR as a % of total expenditure
2015	186,628,180.36	16.1%	218,617,935.54	13.7%
2016	190,017,244.78	5.8%	250,182,604.07	4.4%
2017	205,634,459.00	3.6%	283,062,193.65	2.6%
2018	190,584,772.69	14.8%	416,881,600.33	6.8%
2019	196,284,280.73	15.7%	435,655,917.18	7.1%
2020	303,107,992.92	23.1%	698,046,829.68	10%

Figure 16: College of Nursing, Kafanchan IGR as a % of Personnel Cost



5.6.3 In 2018, revenue generated by the institution stood at ₦28,133,875.00 which is 14.8% of personnel cost (₦190,584,772.69) and 6.8% of total expenditure (₦416,881,600.33). In 2017, the revenue generated by the institution was ₦7,370,213.00, this only covered 3.6% of personnel cost (₦205,634,459.00) and 2.6% of total expenditure (₦283,062,193.65).

5.6.4 Table 19 below provides capital expenditure of College of Nursing and Midwifery, Kafanchan.

Table 19: Capital expenditure of College of Nursing, Kafanchan

COLLEGE OF NURSING KAFANCHAN

⁷ Capital and recurrent.

Capital Expenditure	Budget Amount	Actual	Actual as a % of budgeted
2015	152,437,405.00	1,000,000.00	0.7%
2016	199,428,614.03	27,524,226.00	13.8%
2017	199,428,614.03	12,274,737.65	6.2%
2018	182,298,619.05	-	-
2019	200,359,559.10	-	-
2020	363,518,136.76	-	-
Data not reported for 2020 for 2018, 2019, 2020			

5.6.5 Capital projects include the construction of laboratory and demonstration room, construction of lecture theater, construction of ICT center, renovation of hostels, procurement of furniture, among others.

5.7 Shehu Idris College of Health & Technology, Makarfi

5.7.1 This section presents the total revenue and expenditure of College of Nursing & Midwifery, Tudun Wada from 2015 to 2019. Personnel costs, which includes employee related compensations, and overhead costs make up the recurrent expenditure. No data on revenue was reported.

Table 20: Revenue and expenditure (actual) of Shehu Idris College of Health and Technology, Makarfi (2015-2020)

SHEHU IDRIS COLLEGE OF HEALTH AND TECHNOLOGY MAKARFI					
	Internally Generated Revenue	Recurrent Expenditure		Total Capital Expenditure	Government Subsidy
		Overhead Costs	Personnel Costs		
2015	-	138,924,298.39	541,270,997.93	2,960,374.96	683,155,671.28
2016	-	133,815,946.96	478,905,683.52	2,919,904.19	615,641,534.67
2017	-	18,414,117.00	53,733,274.00	26,265,959.18	98,413,350.18
2018	-	136,717,231.26	477,697,297.10	24,279,125.72	638,693,654.08
2019	-	136,717,231.26	500,803,914.29	23,351,538.10	660,872,683.65
Budgeted amount in red, actual amount not reported					
Government subsidy is the sum of recurrent and capital expenditure					

Source: Accountant General's Report

5.7.2 Table 20 shows that in 2019, personnel cost stood at ₦500,803,914.29, accounting for 79% of total recurrent expenditure (₦637,521,145.55). In 2018, personnel cost stood at ₦477,697,297.10 accounting for 78% of total recurrent expenditure (₦614,414,528.36).

5.7.3 Table 21 below provides capital expenditure of this institution.

Table 21: Capital expenditure of Shehu Idris College of Health and Technology, Makarfi

SHEHU IDRIS COLLEGE OF HEALTH AND TECHNOLOGY MAKARFI			
Capital Expenditure	Budget Amount	Actual	Actual as a % of budgeted
2015	110,554,370.00	2,960,374.96	2.7%
2016	193,137,724.59	2,919,904.14	1.5%
2017	193,137,724.59	26,265,959.18	13.6%
2018	186,996,322.35	32,108,781.16	17.2%
2019	113,805,961.78	23,351,538.10	20.5%

5.7.4 Capital projects include the construction of lecture theater, construction of ICT center, renovation of hostels, procurement of furniture, among others. In 2019, the budgeted amount for capital expenditure was N113,805,961.78 while the actual amount spent on capital projects was N23,351,538.10, which is 20.5% of the amount budgeted.

5.8 KASU Revenue and Expenditure compared to Universities in UK, Australia, Kenya, and South Africa

Table 22: salaries as a % of expenditure, government grants as a % of revenue

	Salaries as a % of recurrent expenditure	Government grants as a % of total revenue
Kaduna State University⁸	85%	88%
Universities in UK	28%	6%
Universities in Australia	62.2%	19%
Universities in South Africa	54.8%	53%
Universities in Kenya	58%	28.6%

5.8.1 90% of Kaduna State University's (KASU) revenue comes from mainly government subsidy. KASU is thus highly dependent on government subsidy and does not have a diversified revenue base. Unlike universities in the UK where government subsidy accounts for 6% of total revenue and tuition fees account for 48.8% of total revenue, and universities in Australia where government subsidy accounts for 19% of total revenue and tuition fees account for 25% of total revenue. In the same vein, government subsidy to South African universities accounts for 53% of total revenue and tuition fees account for 33.1%. In Kenya, government subsidy to public universities accounts for 28.6% of total

⁸ Average for 2015-2019

revenue and tuition fees account for 28.5% of total revenue. Also, research grants account for 30.8% of total revenue. This is unlike KASU that has insignificant research grants as a percentage of total revenue. There are years where KASU reported no research grants at all. This shows that the foreign universities in our case study have more diversified revenue sources compared to KASU that is highly dependent on government subsidy.

5.8.2 In terms of expenditure components, salaries and other employee related compensations account for 88% of KASU's total recurrent expenditure. This is unlike universities in the UK where salaries and employee-related compensations account for 28% of total expenditure, and Australian universities where salaries and employee-related compensations account for 62% of total expenditure. The KASU expenditure profile is not sustainable because after payment of salaries, the university will have few resources to be used for maintenance, equipment supplies and overall running of the institution. In contrast, universities in South Africa, salaries account for 53% of total expenditure. Universities in the UK (28%) and Australia (62.2%). In the universities in the two African countries covered in this study, Kenya and South Africa, personnel costs account for 58% and 54.8% respectively. In conclusion, KASU is spending a larger percentage of its revenue on salaries than other universities in this policy discussion document.

6. Tuition Fees of Kaduna State University

6.1 Kaduna State University (KASU) was established in 2004 to boost higher education in the state. It has a total of 9 faculties and a college of medicine with 63 departments running various undergraduate and postgraduate programs. The vision of the university is to become a world-class university with excellence in applied sciences and sustainability studies. As of 2020, the university has 20,000 students, among which 14,000 were undergraduate students and 6,000 postgraduate students. Since its establishment in 2004, tuition fees have not been reviewed upward by successive governments.

6.2 The total fees include various components such as tuition fees and cost of educational materials like textbooks, medical costs, and other expenses.

Table 23: Tuition fees of Kaduna State University by program (2020 academic session)

S/N	Program	Tuition (NGN)		Total fees (NGN) Resident	Total fees (NGN) Non-resident
		Resident	Non-Resident		
1	Professional Masters Science	₦28,000.00	₦ 28,000.00	₦77,500.00	₦77,500.00
2	Professional Masters Arts	₦25,000.00	₦ 25,000.00	₦72,500.00	₦72,500.00
3	Academic Masters Science	₦20,000.00	₦ 20,000.00	₦70,500.00	₦70,500.00
4	Academic Masters Art	₦20,000.00	₦ 20,000.00	₦67,500.00	₦67,500.00
5	PGD Science	₦16,000.00	₦ 16,000.00	₦56,500.00	₦56,500.00
6	PGD Arts	₦16,000.00	₦ 16,000.00	₦53,500.00	₦53,500.00
7	Bachelor of Arts (Returning)	₦11,000.00	₦ 22,000.00	₦23,950.00	₦34,950.00
8	Bachelor of Arts (Fresh)	₦11,000.00	₦ 22,000.00	₦27,800.00	₦38,800.00
9	Bachelor of Science (Returning)	₦11,000.00	₦ 22,000.00	₦26,150.00	₦37,150.00
10	Bachelor of Science (Fresh)	₦11,000.00	₦ 22,000.00	₦30,000.00	₦41,000.00
Total tuition fees include acceptance fees, departmental fees, library fees, medical bills, and games fees for Resident as of the year 2020					

Source: Kaduna State Government

6.3 Table 25 shows the total fees charged by KASU across programs for Residents and non-Residents. Professional Master's (Art) programs include MBA, MCPSS, and MBF and the tuition fees for these programs is ₦72,500. Undergraduate Sciences programs include Medicine, Engineering, Computer Science, etc. The total fee for such programs was ₦26,150 and ₦37,150 in 2020 for Resident and non-Resident students respectively. Undergraduate Arts programs include Religion, History and Languages and the tuition fee for these programs is ₦23,950 and ₦34,950 for Resident and non-Resident, respectively.

6.5 An interesting point to note is that there has not been an upward review of fees charged by KASU since its establishment in 2004, that is 16 years ago.

6.6 KASU has at least 10 departments that have the potential to research and develop products that can be commercially viable and eventually lead to patent. But as can be observed from the university revenue base, it has not been entrepreneurial to explore other revenue sources.

6.7 KASU Tuition compared to selected Private Universities in Nigeria

6.7.1 This section provides a comparison of tuition fees of KASU and some selected private universities in Nigeria.

Table 24: KASU tuition as % of selected private universities' tuition

S/N	Name of University	Tuition	Difference with KASU	KASU tuition as a %
1	Kaduna State University	26,150	0.00	100%
2	Baze University	322,000	295,850	8%
3	Covenant University	615,000	588,850	4%
4	Nile University	403,000	376,850	6%
5	Igbinedion University	895,000	868,850	3%
6	Madonna University	835,000	808,850	3%

6.7.2 As shown in Table 26, KASU charges 8% of fees of Baze University, 4% of Covenant University, 6% of Nile University and 3% of Igbinedion and Madonna Universities. Total fees for Bachelor of Science program are used for KASU while tuition fees for Computer Sciences program is used as a proxy for Bachelor of Science programs at private universities. KASU fees constitute only 3-8% of fees of private universities for the same range of science programs.

6.8 KASU Total Fees compared to selected State Universities in Nigeria

6.8.1 This section provides a comparison of total fees, including tuition of KASU and some selected state universities in Nigeria.

Table 25: KASU tuition as % of other state universities' tuition

S/N	Name of University	Tuition fees	Difference with KASU	KASU tuition fees as a %
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1	Kaduna State University	26,150	0.00	100%
2	Umaru Musa Yar'adua University, Katsina	65,500	39,350	40%
3	Lagos State University, Ojo	115,750	89,600	22.6%
4	Kano State University of Science and Technology Wudil	22,000	-4,150	119%
5	Kwara State University, Malete	99,500	25,850	26%
6	Akwa Ibom State University, Uyo	52,000	25,850	50%
7	Sokoto State University, Sokoto	40,000	13,850	65%
8	Ambrose Alli University, Ekpoma	90,000	63,850	29%
9	Ebonyi State University, Abakaliki	86,000	59,850	30.4%
10	Bauchi State University, Gadau	40,000	13,850	65.3%

6.8.2 Table 27 presents KASU's total fees as a percentage of fees of other state universities in the country.

6.8.3 Kaduna State University (KASU) charges 40% of what Umaru Musa Yar'adua University charges as tuition, 39% of what Lagos State University charges, 26% of Kwara State University, 50% of fees of Akwa Ibom State University, 65% of fees of Sokoto State University, 29% of fees of Ambrose Alli University. Clearly, in the same economic climate, the rationale for KASU charging lower fees than other state universities is unclear.

7. Tuition Fees of other Kaduna State-owned Higher Institutions

7.1 This section focuses on the tuition fees of Kaduna State-owned higher education institutions. The aim is to enable comparison of tuition fees with that of KASU. Other State-owned higher education institutions in Kaduna include Nuhu Bamalli Polytechnic, Zaria, College of Nursing and Midwifery, Kafanchan and Tudun Wada, Shehu Idris College of Health and Technology, Makarfi and College of Education, Gidan Waya.

Table 26: Tuition fees of higher education institutions in Kaduna State.

University	Programs	Tuition fees (NGN)		Total fees (NGN)
		Residents	Non-Residents	
Nuhu Bamalli Polytechnic	ND Regular	₦ 5,000.00	₦ 23,000.00	₦ 25,500.00
	NCE Regular	₦ 5,000.00	₦ 23,000.00	₦ 25,500.00
	HND Regular	₦ 10,000.00	₦ 28,000.00	₦ 30,500.00
	ND Part-time	₦ 25,000.00	₦ 27,000.00	₦ 45,500.00
	NCE Part-time	₦ 25,000.00	₦ 27,000.00	₦ 45,500.00

	HND Part-time	₦ 35,000.00	₦ 37,000.00	₦ 55,500.00
	Professional Diploma Part-time	₦10,000.00	₦ 25,000.00	₦ 30,500.00
	IJMB	₦ 5,000.00	₦ 23,000.00	₦ 25,500.00
Kaduna State College of Nursing & Midwifery	Basic Midwifery	₦ 45,000.00		₦ 85,000.00
	Basic Nursing	₦ 45,000.00		₦ 85,000.00
	Community Midwifery	₦ 35,000.00		₦ 55,000.00
	Community Nursing	₦ 35,000.00		₦ 55,000.00
	Post Basic Nursing	₦ 90,000.00		₦120,000.00
Shehu Idris College of Health & Technology, Makarfi	ND Regular Community Health	₦ 28,300.00	₦ 40,800.00	₦ 46,800.00
	HND Regular Community Health	₦ 35,800.00	₦ 55,800.00	₦ 54,800.00
	Diploma Prosthetics and Orthotics	₦ 28,300.00	₦ 40,800.00	₦ 46,800.00
	ND Dental Therapy	₦ 28,300.00	₦ 40,800.00	₦ 46,800.00
	HND Dental Therapy	₦ 35,800.00	₦ 55,800.00	₦ 54,800.00
Kaduna State College of Education, Gidan Waya	NCE Regular		₦ 5,000.00	₦ 30,750.00
	IJMB	₦ 5,000.00	₦ 1,000.00	₦ 29,500.00
	B. ED		₦ 5,000.00	₦ 32,700.00
Total fees include acceptance fees, library fees, and others for Resident.				

Source: Kaduna State Government

7.2 Table 28 above provides the tuition fees of these institutions.

7.2 As seen in Table 28, the tuition fees of Kaduna State College of Nursing and Midwifery across all programs range from ₦45,000 – ₦90,000, which is significantly higher than the Bachelor of Sciences program of KASU (₦30,000.00)⁹. Nuhu Bamalli Polytechnic, Zaria tuition fees range from ₦25,500 – ₦55,500 across all programs while tuition fees for programs offered at Shehu Idris College of Health and Technology, Makarfi range from ₦28,000 – ₦36,000.

7.3 KASU Fees in comparison to other Kaduna State-owned Higher Education Institutions

Table 27: KASU fees as % of other Kaduna State-owned higher institutions' fees.

S/N	Name of University	Tuition	Difference with KASU	KASU tuition as a % of HEI tuition
1	Kaduna State University (BSc.)	₦ 26,150.00	0.00	100%
2	Kaduna State College of Nursing & Midwifery (Basic Nursing)	₦ 45,000.00	₦18,850.00	58%

⁹ Fees for fresh students

3	Kaduna State College of Nursing & Midwifery (Post Basic Nursing)	₦ 90,000.00	₦63,850.00	29%
4	Shehu Idris College of Health & Techonology (ND Regular Community Health)	₦ 28,300.00	₦ 2,150.00	92%
5	Shehu Idris College of Health & Techonology (HND Regular Community Health)	₦ 35,800.00	₦ 9,650.00	73%

7.3.1 Compared to Kaduna state-owned higher education institutions, KASU tuition (₦26,150) are only 58% of the tuition fees for Basic Nursing (₦45,000) and 29% of the tuition fees for Post Basic Nursing (₦90,000) programs at Kaduna State College of Nursing & Midwifery. Furthermore, KASU fees are 92% of the tuition fees for ND Regular Community Health (₦28,300) and 73% of the tuition fees for HND Regular Community Health (₦35,800) programs at Shehu Idris College of Health & Technology. Table 23 provides more information. What this shows is that it is more expensive to become a nurse in the College of Nursing & Midwifery than to become a medical doctor or pharmacist at KASU.

7.4 The cost of obtaining a medical degree at KASU is ₦26,150, which is 58% of the cost of obtaining a diploma in basic nursing (₦45,000) at College of Nursing and Midwifery. In the Kaduna State Civil Service, the entry level for Medical Doctors is Level 10 while Nurses with Diploma start at Level 8. This is worth pondering over. Globally, medical degrees are one of the most expensive degrees offered by universities, and Medical Doctors earn higher salaries than Nurses. Therefore, the basis of the fees of KASU for courses such as medicine, computer science and pharmacy is inexplicable.

8. Tuition Fees of Selected Private Primary and Secondary Schools in Kaduna State

8.1 This section focuses on the tuition fees of selected private primary and secondary schools in Kaduna State. The aim is to enable comparison of their fees with those of Kaduna State University.

8.2 Tuition Fees of selected private Primary Schools in Kaduna

8.2.1 Table 30 provides tuition fees of 90 Primary Schools across Kaduna for which we have data.

Table 28: Tuition fees of selected Primary Schools in Kaduna

S/N	Name of School	Tuition (NGN)
1	Turaki International School	240000.00
2	Nabeelah Academy	195000.00
3	Nazareth Nursery/Primary & Secondary School,	165000.00
4	27th October Montessori School	150000.00
5	Malka Academy	120000.00
6	Afman Schools	117000.00
7	V-Choice Academy	105000.00
8	Kayomeg Precious Kids School,	105000.00
9	Saudi Nigerian International Academy,	105000.00
10	Ahmed Bn Hambal Foundation Centre	93000.00
11	Busy Brain Academy	90000.00
12	Beginner's Pride Academy Nursery/Primary & Secondary School	90000.00
13	TYK Academy	90000.00
14	Greenlane Academy	84000.00
15	Zidnee IIman Montessori Academy	81000.00
16	Onestop Auslat Internal Schools	75000.00
17	Al-Marfan International School,	75000.00
18	Al-Haramain Islamic Academy (Aia),	60000.00
19	Zabib Schools Kadaure	54000.00
20	Hamfas International Academy	45000.00
21	EBGLAD Nursery, Primary & Secondary School,	45000.00
22	Most Valuable Kids Academy	45000.00
23	Kunbututu Academy	45000.00
24	Darulrayharah Al-Islamiyya	45000.00
25	Early Leaders Academy	45000.00
26	Focus Islamic & Western School	42000.00

27	Iman Academy	42000.00
28	Assalafiyya Model School	40500.00
29	El-Mustapha Shaka Memorial Academy	39000.00
30	Fountain Of Knowledge Academy	37500.00
31	Almajumul Islamiyyu	37500.00
32	La'flourish Palm Academy	36000.00
33	Deklag Awesome International School	36000.00
34	Regent Academy	33900.00
35	Mavic Schools International	33000.00
36	Mam International School,	33000.00
37	Patman Schools	33000.00
38	Penuel International Academy	33000.00
39	Divine Grace Academy	31500.00
40	Rosjen International Schools,	31350.00
41	Sahaabah Citadel of Learning	30000.00
42	Hyel-Harah Academy	30000.00
43	Gajef Academy	30000.00
44	Childcare Mission Academy	30000.00
45	Bethzee Global Academy	30000.00
46	Aunty Christiana Academy	28500.00
47	Be-The-Best Academy	27000.00
48	El-Shamikh Academy	27000.00
49	El-Flavour Schools	26700.00
50	Marvelous Nursery/ Primary School	25050.00
51	Juthambites International Academy	24600.00
52	Al-Adaby Morat Academy	24600.00
53	Adam & Hawa'u Memorial Schools	21000.00
54	Shelter Academy	21000.00
55	Guideway Islamic Science Academy	21000.00
56	Madrasatul Ihyau Sunna Academy	21000.00

57	Peniel Excellence International School	21000.00
58	Ali Yasir Madarasatul Tabit,	21000.00
59	New World Montessori Schools Academy	21000.00
60	Sprintide Ripples Academy	21000.00
61	Safe Scholars Academy	21000.00
62	Firmfooting Academy	20400.00
63	Ematha Royal Schools	19500.00
64	Zai-Ab Al-Ihsan City Prim & Sec School	18000.00
65	Soar Like An Eagle Academy	18000.00
66	Tinker Montessori Academy	18000.00
67	God's Gold Rock Brave School,	18000.00
68	Perfect Model School	18000.00
69	Frenado Schools,	18000.00
70	Dan Maliki Science & Arabic School	18000.00
71	Performance Schools Kakau	18000.00
72	Henriet High Montessori Diamond Academy	18000.00
73	Dalwants Unity School	18000.00
74	Al-Majd International School	18000.00

75	Madarsatul Abdulkarim Littatbiq Taialemul Islamiyya	18000.00
76	Ibadurrahman International Academy	18000.00
77	Beulah International School	17625.00
78	Zainab Memorial School	16500.00
79	Skill Progressive Schools	16500.00
80	Benshak Academy	15000.00
81	Ambition Comprehensive Academy	15000.00
82	Yu-Nabeel Schools	15000.00
83	First Option International Schools	15000.00
84	Aisal Academy	15000.00
85	At-Tanzeal Model School	15000.00
86	Darul-Nur Nursery & Primary School,	15000.00
87	Benick Private School,	15000.00
88	Immortal International School	15000.00
89	Merit Model Academy, Nursery/Primary & Islamiyya	15000.00
90	Al-Farouq Islamic Academy	15000.00
AVERAGE		41294.660

Source: Kaduna State Government

8.2.3 Table 30 shows that the minimum tuition fees charged by the selected 90 private primary schools in the State is ₦15,000.00 per annum. The average fees across the 90 primary schools is ₦43,502.50, **which is more than the KASU average of ₦18,375.00 across all departments.** Turaki International School charges the highest tuition fee of ₦240,000.00. As can be seen from Table 24, fees of 48 out of the 90 private primary schools are higher than that of KASU (N26,150.00).

8.3 Tuition Fees of selected private Secondary Schools in Kaduna

8.3.1 Table 31 provides tuition fees of selected 53 private Secondary Schools in Kaduna State.

Table 29: Tuition fees of selected Secondary Schools in Kaduna

S/N	Name of School	Tuition (NGN)
1	Nigeria Tulip International School, (BOYS)	1,710,000
2	Nigeria Tulip International School, (GIRLS)	1,710,000
3	Dambo International School,	1,287,000.00
4	Zamani College	630,000.00
5	Faith Academy	626,000.00
6	Deeper Life Schools	480,000.00
7	Imperial Internal School	460,000.00
8	Cavendish International School	375,000.00
9	Adeyemo International College	279,000.00
10	Nabeelah Academy	270000.00
11	Kadwell International School	270,000.00
12	Joy Internal College	167,000.00
13	Nazareth Nursery/Primary & Secondary School,	165000.00
14	Queens Field School	160,000.00
15	Essence International School,	150,000.00
16	City Academy	150,000.00
17	Newman International Schools	135000.00
18	TYK Academy	120000.00
19	M & S Advanced Academy	120000.00
20	Beginner's Pride Academy Nursery/Primary & Secondary School	90000.00
21	El-Mustapha Shaka Memorial Academy	84000.00
22	Al-Marfan International School,	75000.00
23	Mavic Schools International	66000.00
24	Betty Queen International School	66,000.00

25	Zabib Schools Kadaure	60000.00
26	Mam International School,	60000.00
27	Sprintide Ripples Academy	60000.00
28	Salfanamoh Schools	55,500.00
29	Fountain Of Knowledge Academy	51000.00
30	Classical International School	50,000.00
31	Gracious secondary school	49,500.00
32	Focus Islamic & Western School	45000.00
33	EBGLAD Nursery, Primary & Secondary School,	45000.00
34	Kunbututu Academy	45000.00
35	Blessed Academy	45,000
36	Assalafiyya Model School	42750.00
37	Rosjen International Schools,	42600.00
38	Royal Bridge High School (ROYS)	42000.00
39	Iman Academy	42000.00
40	Juthambites International Academy	42000.00
41	St. Anns School	41,000.00
42	El-Flavour Schools	39000.00
43	Peniel Excellence International School	37500.00
44	El-Shamikh Academy	36000.00
45	Enthronement Academy	35000.00
46	Adam & Hawa'u Memorial Schools	33000.00
47	Soar Like An Eagle Academy	30000.00
48	First Option International Schools	30000.00
49	At-Tanzeal Model School	30000.00
50	Gajef Academy	30000.00
51	Classical Model International School	28,500.00
52	Shelter Academy	27000.00

53	Ematha Royal Schools	27000.00
54	Ahlul Badr	27,000.00

AVERAGE	201,358.33
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Source: Kaduna State Government

8.3.2 Table 31 shows that the minimum fees among the selected private secondary schools ₦27,000.00 per annum. The average tuition of 54 of the secondary schools is ₦201,358.33, which is significantly higher than the KASU average of ₦18,375.00 across all programs. Nigeria Tulip International School charges the highest fee of ₦1,710,000. This table shows that fees of 54 private secondary schools in the State are higher than that of KASU.

8.3.3 The number of private schools that charge more fees than the state-owned higher education institutions are likely to be higher if we are able to obtain data on their fees.

9. Key Findings

9.1 The analysis in this policy discussion document has highlighted the finances, both revenue and expenditure, of the five Kaduna State-owned HEIs, namely, Kaduna State University, Nuhu Bamalli Polytechnic, Zaria, College of Education, Gidan Waya, and College of Nursing and Midwifery, Kafanchan and Tudun Wada.

9.2 **Lack of a diversified revenue base leads to high dependence on government subsidy.** In 2019, government subsidy accounted for 87.7% of KASU total revenue, 77% of total revenue of Nuhu Bamalli Polytechnic, Zaria, 84% of total revenue of College of Education, Gidan Waya, 78.9% of total revenue of College of Nursing, Tudun Wada, and 89.3% of total revenue of College of Nursing, Kafanchan.

9.3 There are interesting findings in the document that should be of interest to all stakeholders in the higher education sector in the State, namely, the KDSG, parents, students, management and academics in the institutions, the private sector and development agencies. These including the following:

- i. The Governor El-Rufai administration has demonstrated its commitment to higher education. It provides most of the revenue of the five higher education sectors. As an example, between 2015 and 2019, government subsidy to KASU accounted for 89% of its revenue. In contrast, in the international comparative cases in this policy document, government grants/subsidy to universities in Australia from 2012 – 2016

was 46% and for 2019, government grants to universities accounted for 47.5%, and 28.6% of public universities in Kenya. From this analysis, it can be rightly concluded that the Kaduna State-owned HEIs are over-dependent on government subsidy.

- ii. Relatedly, universities in the comparative cases have multiple sources of revenue, such as research grants, endowment, tuition fees, investments, etc. In contrast, KASU as an example mainly depend on government subsidy, with fees amounting to an insignificant share of its revenue.
- iii. In a same vein, the State-owned HEIs have not embraced the new trend of the higher education sector becoming entrepreneurial to develop multiple sources of revenue in contrast to the comparative cases in this policy discussion document.
- iv. Similarly, unlike the universities in Kenya, South Africa, United Kingdom and Australia where research grants constituted a significant amount of total revenue, KASU as an example reported no external research grant for the years, 2016 – 2019. For, the year 2020 for which it reported research grants, they were mainly from TETFUND, the European Union and partnership with University of Utara, Malaysia. These research grants constituted insignificant amount of the total revenue of KASU. Of concern to policymakers and the management of the University is that with about 600 academics, KASU was unable to secure significant external research grants.
- v. The inability to secure external research grants have adverse impacts on teaching and learning. Empirical evidence shows that universities that generate substantial research grants enhances their ability to contribute to creation of scientific and to undertake development research in order to create knowledge and development designs and prototypes, which are offered to industry or government or processes that can be converted into commercial products, and in some instances start-up companies. Research is a major driver of innovation and creates knowledge to address the developmental challenges facing their countries. Cognizant of these, universities in the developed world, including some African countries, are creating research labs, most of which are funded by external grants. Without research that creates new knowledge and impacts teaching and learning, these HEIs are likely to produce graduates that are

unemployable. Therefore, to address the crisis of graduate unemployability in the State, Kaduna State-owned HEIs, including KASU need to produce high quality research, some of which can lead to patents and products that can be commercialized.

- vi. From an analysis of the revenues of the HEIs, there is no evidence of industry being a source of their revenues. This points to the fact that there is lack of linkages between the five Kaduna State-owned HEIs and industry. One implication of this is that their programmes are not responsive to the needs of the labor market. As a consequence, they produce graduates who do not have the skills required by industry. This ultimately leads to the crisis of graduate unemployability in Kaduna State, like other States in the country. In fact, this is a problem on the African continent.
- vii. There has not been an upward review of KASU fees since its establishment in 2004, that is 17 years ago. Similarly, there has not been upward review of Nuhu Bamalli Polytechnic fees since 2015. As a consequence, there is a lag between the fees paid at these institutions and current cost of running them. At the very least, successive administrations should have made inflationary-based adjustment of the fees of these institutions. Also, given the need for investment in infrastructure, technology, and other equipment, as well as the need to attract highly qualified academics, upward review of the fees of the universities should have been undertaken on a regular basis.
- viii. KASU fees are relatively low. As a representativity sample, KASU fees for returning resident students for the sciences including Medicine and Pharmacy is N26,150 per academic session. For returning resident students in the social sciences, including Economics and Political Sciences, the fees for academic session is N23,950.
- ix. Compared to the fees of other States' Universities in the country, KASU fees is one of the lowest. As an example, KASU fees constituted 20% of Kwara State University, 22% of Lagos State University, 29% of Ambrose Ali University, 30% of Ebonyi State University and 40% of Umaru Musa Yar'ardua University Katsina (which is in the same geo-political zone).

- x. Also, compared to the fees of most private universities in the country, the fees of KASU are extremely low. As an example, KASU fees constitute only 3% of fees of both Igbinedion and Madonna Universities, 4% of fees of Covenant University, 6% of fees of Nile University and 8% of fees of Baze University.
- xi. The analysis in this policy discussion document shows that it is more expensive to study nursing at the Kaduna State College of Nursing and Midwifery (with total fees N85,000 per annual), than to study medicine, and pharmacy at KASU (N26,150 per annual for residents).
- xii. The annual tuition fees charged by each of the Kaduna State-owned HEIs are not enough to cover one month personnel cost of the respective institutions. As an illustration, KASU IGR including tuition could only cover 13% of personnel cost in 2015, 10% in 2016, 18% in 2017, 30% in 2018 and 16% in 2019.
- xiii. There is low capital expenditure (actual). For example, in 2019, actual capital expenditure of KASU was 1.2% of the budgeted amount. Most of the government subsidy to the state-owned HEIs are spent on recurrent expenditure, especially to cover personnel cost. HEIs lack multiple income streams. In the context of dwindling revenue, reliance on the government alone is not enough to address infrastructural and technological needs of HEIs.
- xiv. Out of the selected 90 private primary schools in the State, fees of 48 of the schools are higher than the fees of KASU. The average fees of these private primary schools per annum is N43,502.50 compared KASU average of N18,375.00. Of the selected private primary school, Turaki International School's fees per annum is N240,000.00.
- xv. In the same vein, of the fees of the 54 private secondary schools selected for this policy discussion document are higher than the fees of KASU. Nigeria Tulip International (for both boys and girls) has the highest fees of N1,710,000 per annual, and the lowest are Shelter Academy, Ematha Royal Schools and Ahlul Badr whose annual school fees is N27,000.00. The average school fees of these 54 private secondary schools is N201,358.33.

xvi. Anecdotal evidence shows that majority of students at KASU attended private secondary schools¹⁰ where they paid higher fees than they are paying at the University. Therefore, for majority of students at the universities, the problem is not that they are unable to afford higher fees at these institutions, including KASU, like other public universities in the country. Rather the reason why students and parents might oppose increment of fees in public HEIs is that they believed higher education is free. The second problem is the lack of political will by successive governments and managements of these institutions to review the fees that will ensure the sustainability of the higher education sector. The fear of losing elections and the desire to be popular are major factors why governments in Nigeria are reluctant to increase fees of HEIs, even in the face of increasing access and thus the need to expand the infrastructure, technology, laboratory, and other equipment required to improve quality and promote excellence.

9.4 Higher education institutions in Kaduna depend on various sources of revenue. However, because of pressure on the existing educational services and ever rising demand for education, the need for seeking additional sources of revenue has become imperative for the sustainability of the State-owned Higher Education Institutions. This will require the government, parents and students sharing the cost of provision of education within the state.

9.5 Additional sources of revenue to be explored include endowments, research grants, yields from property management and complementary activities, among others. This expansion of the financial resource base must be actively undertaken because the current funding model that is highly dependent on government subsidy is inadequate and unsustainable for quality, relevance, and excellence.

9.6 The need for these higher institutions to develop new strategies for generating additional funds cannot be overemphasized. Expenditure reported covers primarily overhead cost, personnel cost. Because of inadequate funding, capital projects are not being implemented. These include running a library and laboratories. The cost of maintaining a library include the purchase of new books and maintaining journals'

¹⁰ Our research shows that majority of students at Umaru Musa Yar Ardua University, Katsina, Katsina State, attended private secondary school where they pay higher fees than they are paying in the university.

database. Furthermore, properly equipping laboratories with modern and high-quality equipment will contribute to quality, excellence and relevance in these Higher Education Institutions. This will encourage learning, research, development, and innovation. As an example, the Office of Technology Licensing (OTL) at Stanford in 2020 received \$114 million in gross royalty revenue from 847 technologies. 84 of the inventions generated \$100,000 or more in royalties. Ten inventions generated \$1 million or more. The Office of Technology Licensing (OTL) evaluated 594 new invention disclosures and concluded 121 new licenses/options. 56 of the licenses were nonexclusive, 35 were exclusive and 30 were option agreements. 42 of the 121 agreements were with Stanford start-ups and 23 of them involved equity. Kaduna State-owned higher institutions have departments that have the potential to undertake research to contribute to knowledge, scientific discoveries, patents and commercial products.

9.7 KASU has at least 10 departments that have the potential to undertake research and develop products that can be commercially viable and eventually lead to patent. Partnerships with start-ups and SMEs will boost the state economy, lead to diversification, and generate employment.

9.8 Further to this, relative to revenue generated, the expenditure of these institutions is mainly dependent on government subsidy. As noted above, this is unsustainable hence the need for seeking new sources of revenue and a complete revamp of the funding model. The current sources of funding generated by the higher education institutions are tuition fees, earnings from consultancy services, research, and allocations from state budget. Higher education institutions must seek alternative sources of revenue through entrepreneurial activities, regular review of tuition fees, endowment funds and donations, among others.

10. Conclusions and Recommendations

10.1 The main sources of funding for HEIs in the State is primarily from government subsidy. Tuition fees, and earnings from services, rent on higher education institutions' property, among others account for an insignificant amount of the cost of running these institutions. This has proven to be inadequate and has manifested in problems such as dearth of library books and journals, obsolete equipment, inadequate and poor

infrastructure. In the dearth of inadequate finance, quality, excellence and innovation are compromised.

10.2 To tackle the above issues, this section presents alternative sources of funding/generating revenue.

10.2.2 ***Generating External Research grants***

There is little evidence that Kaduna State-owned higher institutions generate significant revenue through research grants. Higher education institutions' primary role is to carry out research, lack of research impacts their ability to generate new knowledge. Higher education institutions should be sources of ideas and innovations and through research and commercialization of inventions/innovation, higher education institutions can disseminate these resources to society. Research is crucial for the revitalization of Higher Education Institutions.

10.2.3 ***Establishment of Higher Education Endowment Fund***

Another source of revenue is endowment funds where money and financial assets are donated to higher education institutions to support teaching, research, and all educational activities. Establishing endowments could be effectively promoted in collaborations and business opportunities in the state.

10.2.4 ***HEIs – Industry Linkages***

Encouraging participation of the HEIs with industry and private sector, especially in research and development. This will create a linkage between universities and the business world thereby leading to development of products that are commercially viable. Furthermore, graduates do not seem to have entrepreneurial skills and at the end of the day, its society that pays the price. Higher education institutions must balance their academic duties with entrepreneurship. This much has been advocated for by policymakers and scholars in the transformation of the African Higher Education Sector (Teferra, 2013).

10.2.5 ***Review of Tuition Fees***

Regular review of tuition fees to meet current costs and to ensure that higher education institutions funding model provide value for its students. Since the establishment of KASU 15 years ago, tuition fees have not been reviewed and do not account for inflation, among other things thereby creating a lag between current costs and tuition fees paid. This policy discussion document proposes a tuition review at the beginning of every academic year.

10.2.6 **Collaboration with other Higher Education Institutions**

Partnerships with higher education institutions within and outside the country through exchange programs. This will make research and exchange of ideas easier. Such partnerships significantly contribute to academic progress and provide huge opportunities for both students and staff.

10.2.7 **Fee-based Programmes**

In other parts of the globe, public universities are privatizing their program/courses. This entails the privatization of public universities in the sense that students who cannot make it to the tuition-free regular programmes enroll in as fee-paying in parallel programmes. After implementing this, Makerere University has increased its income from 30 percent to 80 percent (Teferra, 2013).

10.2.8 **Performance-based Funding**

Introduction of performance-based funding where funds provided to higher education institutions is based on their success in a set of performance and quality indicators. These include graduation rate, employability of graduates, output from research, development and innovation, and external earnings.

10.3 Higher education institutions need to develop multiple funding streams. These require the HEIs to be more entrepreneurial by establishing and running bookshops, real estate, commercial farming and establishing commercial companies.

10.4 To ensure higher education is universally available to all citizens, student loans offer students considerable financial support where commercial banks will administer and grant such loans.

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12. Appendices

Share of income generated by U.K Universities for three sessions (2016/17, 2015/16, 2014/15)

	2016/17	2015/16	2014/15
Tuition fees and education contracts	17,742	16,811	15,541
Funding body grants	5,105	5,167	5,345
Research grants and contracts	5,916	5,886	5,968
Other income	6,067	6,045	5,902
Investment income	254	261	230
Donations and endowments	586	578	532

Source; HESA, 2018

Expenditures made by the University (Birmingham)

Expenditure	Amount (in million)	Percentage
Scholarships and bursaries	£43	7
Other	£27	4
Residences	£31	5
Administration	£38	6
Research grants	£99	16
Libraries, staff, and student support	£91	15

Income generated by Birmingham University in 2017/18

Income	Amount (in Millions)	Percentage
Research	£174	26
Govt Grants	£43	6
Donations	£7	1
Tuition fees	£325	48
Investment	£10	1
Other operating income	£122	18

Income by UK Universities

2018/19	48.8
2017/18	49
2016/17	49.7
2015/16	47
2014/15	46.9
2013/2014	44.5
2012/2013	39.9
2011/2012	34.7
2010/11	32.6
2009/10	30.9

2008/09	28.7
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Expenditures of Universities in UK

	2016/17	2015/16	2014/15
Staff cost	18,871.40	18,046.20	18,209.80
Fundamental restructuring cost	78.8	60.5	49
Other operating expenses	12,538.00	12,124.80	11,770.40
Interest and other finance cost	708.9	749.2	665.7
Depreciation	2,297.70	2,074.40	1,885.60

Share of income generated by Universities in the UK by percentage

Source	Percentage
Tuition fees and education contracts	49.7
Funding body grants	14.3
Research grants and contracts	16.6
Other income	17
Investment income	0.7
Donations and endowment	1.6

Share of income generated by Universities in the UK by percentage

Source	Percentage
Tuition fees and education contracts	49.7
Funding body grants	14.3
Research grants and contracts	16.6

Other income	17
Investment income	0.7
Donations and endowment	1.6

Expenditures of Universities in UK by percentage

Cost	Percentage
Staff cost	54.7
Fundamental restructuring cost	0.2
Other operating expenses	36.3
Interest and other finance cost	2.1
Depreciation	6.7

Expenditures of Universities in UK

	2016/17	2015/16	2014/15
Staff cost	18,871.40	18,046.20	18,209.80
Fundamental restructuring cost	78.8	60.5	49
Other operating expenses	12,538.00	12,124.80	11,770.40
Interest and other finance cost	708.9	749.2	665.7
Depreciation	2,297.70	2,074.40	1,885.60