



ABSTRACT

This study assessed the extent of application of managerial strategies for the protection of right to life, dignity of the human beings, right to personal liberty and right to fair hearing in universities in Kebbi state of North-western Nigeria. A descriptive survey design was used for the study. The population of the study comprised of students, staff and management staff of Kebbi State University of Science and Technology and Federal University, Birnin Kebbi. Stratified, deliberate and simple random

ASSESSMENT OF MANAGERIAL STRATEGIES FOR PROTECTION OF RIGHT TO LIFE, DIGNITY, LIBERTY AND FAIR HEARING IN UNIVERSITIES IN KEBBI STATE, NIGERIA: IMPLICATIONS TO EDUCATIONAL MANAGERS

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INTRODUCTION

Human beings all over the world, have a common aspiration to live a happy life in a peaceful and prosperous society. This is so because in the process of development of civilization man has been exposed to pains, sorrow and calamities perpetrated by their fellow men. There is hardly any nation in the world today where there are no cases of unwanted destruction of human lives, criminal disregard for the dignity of the human person, violation of people's liberty, denial of fair hearing and miscarriage of justice. According to Malami (2021) the uncertainties of life arising from men's aggressive tendencies compelled men to come together to develop legal systems to formulate and enforce laws for the protection of lives and properties of citizens. Universities in general are expected to provide a peaceful environment that ensure the protection of fundamental human rights. Thus, universities particularly in Kebbi State of Nigeria have various rules and regulations directed at safeguarding the right to life, dignity of the human person right to personal liberty and fair hearing among others. These regulations which form part of laws of universities to some extent are captured in student handbook and staff service handbooks. The regulations governing interpersonal relationships in the universities are derived from the constitution, which is the supreme law of the land. Although there are up to eleven fundamental human rights stated in Federal Republic of Nigeria



sampling techniques were to select a sample 300 participants out of a total population of 1,450 from the two universities. A self-designed and validated instrument titled: “Managerial Strategies for Protection of Human Right Questionnaire” (MSPHRQ) was used to collect data. The five-point instrument with 31 items and four sections was pilot tested using test, re-test method using Pearson Product Moment correlation co-efficient which yielded correlation index of 0.86 at 0.05 level of significance. Simple frequencies, percentages, and means ratings were used to analyze the data. The study found that the application of managerial strategies for the protection of fundamental human rights in universities in Kebbi State was rated as highly satisfactory although there were lapses that needed to be addressed. It was recommended that to protect lives, more emphasis should be given to security measures. To protect dignity of the human beings, condition of service and human relations should be improved upon. Staff and students should be enlightened on their rights in cases of illegal arrest and detention for protection of their personal liberty. Accused persons should be given adequate time and facilities to defend themselves.

Keywords: Managerial, Strategies, Rights, Life, Dignity, Liberty, Fair Hearing, Protection

(FRN, 1999) constitution as amended 2018, this study limits its scope to only four of those rights. These are the right to life, right to dignity of the human person, right to personal liberty and right to fair hearing. In this study, the right to life is narrowed down to the life of students, staff and visitors to the university. Right to dignity of the human person is operationalized as the right of every member of the university not to be subjected to torture, inhuman or degrading treatment, and not to be held in slavery or servitude, nor required to perform forced labour. Right to personal liberty is defined as freedom from arbitrary detention or false imprisonment of any member of the university community. Fair hearing is conceived as the right of every member of the university to be given the opportunity of being allowed to give their opinion, testimony or version on the case for which they have been accused before deciding if they are guilty or not. Managerial strategies are administrative decision applied by the management of universities to protect the fundamental right of staff and students.

Theoretical Framework

This study was based on the natural theory of law which believes that all laws naturally emanate from God Almighty, the Creator of heaven and earth. He is the ultimate ruler of all creations, a just law giver and a judge who rewards the innocent and punishes the guilty. According to Malami (2021), the proponents of the natural theory of law include Aristotle (380-322); Zeno (335-363BC); Marcus Tullius Cicero (106-43BC); St. Aurelius Augustine (353-430AD); Justianian (483-565AD); St. Thomas Aquinas (1224-1274AD); Hugo Gratius (1583-1645AD); Thomas Hobbes (1588-1679AD); John Locke (1632-1704AD); John Jacque Rosseau (1712-



1778AD); Thomas Paine (1737-1809AD) among others. Malemi (2017) stated that the natural theory of law believes that all laws of God are divine, spiritual, natural, moral, just, fair, universal, unchangeable and applicable to all persons in all countries at all times equally; that every right thinking man can see by observation and reason, the laws of God physically in action in nature; that the laws of nature are patterns and examples to show the good qualities which man made law should possess in terms of being moral, just, fair, right and good and that every man made law which is not in accordance with the laws of nature or does not possess good qualities of God ought not be called law and does not deserve the respect and obedience of people.

Review of Related Literature

The right to life is perhaps the most fundamental of all rights because when life is lost, it is irreplaceable. No amount of compensation can pay for the loss of a human life. Thus, the Federal Republic of Nigeria (FRN, 1999) in section 33 (1) of the 1999 constitutions as amended in 2018, states that: “Every person has the right to life, and that no one shall be deprived intentionally of his life, save in the execution of the sentence of a court in respect of a criminal offence of which he has been found guilty in Nigeria”. With this clear provision, universities as custodians of human lives are expected to develop and enforce strategies that will provide adequate protection of right to life for staff and students. Manga, Hakimi and Nakazalle (2013) believe that the first step in providing adequate protection to life should be by providing a secured school environment that has a well-constructed fence, strong gates, brilliant street lights and alarm systems. Ogunu (2015), stated that to protect of the life of students and staff, universities are expected to ensure that guarding and patrol duties are performed regularly. In addition, Manga (2019) argued that universities should have well-armed security staff, patrol vehicles and should liaise with local vigilante groups for joint security services. Akande (2002) posits that universities should enforce strict rules against all forms violence, ensure safety in science laboratories and technical workshops as well as provide regular seminars, workshops and symposiums on human rights and security matters.

Dignity of the human person is one of the most cherished values in human societies. Loss of dignity can affect student’s happiness, concentration on learning tasks and overall performance. To protect this right, the Federal Republic of Nigeria (FRN, 1999) in Section 34 (1a-c) of the 1999 constitution as amended in 2018 states that: “Every individual is entitled to respect for the dignity of his person, and that accordingly, no person should be subjected to torture, be held in slavery, or required to perform forced labour”. To this end, universities are expected to apply appropriate administrative strategies to protect the dignity of staff and students. In this regard, Malami (2017) stated that nobody should be subjected to forced labour at any point in time except as lawful requirement for national service or community development. Akue (2005) posited that no human being should be subjected to torture either domestically or by law enforcement agents especially when interrogated as a suspect for any allegations. Alexander (2008) in his view submits that no employee should be subjected to



slavery by being denied their legitimately earned wages, being overworked without being compensated nor should they be exploited by being paid slave wages that cannot meet their basic needs for survival. Hamaltan (2016) maintained protecting dignity requires that students and staff are given the right to protest and peacefully demonstrate when their dignity is trampled upon. In addition, staff and students should always be treated with respect, consideration, understanding as deserving of human beings.

No one likes to be unnecessarily detained in a confined room or place, beyond a reasonable period of time and most especially under frustrating and uncomfortable conditions. Illegal detention whether done by kidnappers or law enforcement agents amounts to violation of personal liberty. That is why the Federal Republic of Nigeria (FRN, 1999) in section 35 (1a-f) of the 1999 constitution as amended in 2018 provides that every person shall be entitled to his personal liberty and that no one shall be deprived of such liberty except in cases permitted by law for the execution of a sentence or order of court in respect of a criminal offence which a person has been found guilty of failure to comply with court order; for the purpose of bringing the person to court anytime required; for the purpose of education in case of persons below the age of 18years; for the purpose of treatment of persons suffering from infectious and contagious diseases, persons of unsound mind; for protection of society from drug addicts, vagrants; as well as for the purpose of preventing unlawful entry of any person into Nigeria; or effecting his extradition. Universities are expected to use various enlightenment techniques to educate staff and students on what they are to do in circumstances when their right to personal liberty is violated. Ogunu (2015) stated that staff and students have the right to know the provisions of the Federal Republic of Nigeria (FRN, 1999) constitution in Section 35 (2-7) as amended 2018 which provides that: any person who is arrested or detained shall have the right to remain silent until he has made consultation with his legal practitioner or any other person of his choice; that they should be informed in writing within 24 hours in a language that he understands of the facts and grounds for his arrest or detention; that he should be brought before a court within reasonable period of time, and that any person who is unlawfully arrested shall be entitled to compensation and public apology from the appropriate authority.

Fair hearing is a basic principle embedded in the natural law of justice and fair play. The need for fair hearing is to avoid a miscarriage of justice where an innocent person is framed or is maliciously accused of a crime he did not commit. To avoid the possibility of subjecting an individual to unwanted agony and sorrow, the Federal Republic of Nigeria (FRN, 1999) constitution in section 36 (4-12) as amended 2018 provides that whenever a person is charged with criminal offence, he shall, unless the charge is withdrawn be entitled to fair hearing in public within a reasonable time by a court or tribunal. The law provides that a person charged with a criminal offence shall be presumed innocent until he is proven guilty; that he should be informed in detail, in the language that he understands about the nature his offence; that he should be given adequate time and facilities to prepare for his offence; he shall be allowed to defend himself in person or by legal practitioner the witness called by the prosecution; and



have, without payment, the assistance of an interpreter if he cannot understand the language used at the trial of the offence. It is mandatory that the courts or tribunal shall keep a record of the proceeding and the accused person shall be entitled to obtain copies of the judgment in the case within seven days of the conclusion of the case. In addition, it is stipulated that no person shall be guilty of a criminal offence that did not at the time it took place constitute such an offence; no penalty shall be imposed on any criminal offence heavier than the penalty in force at the time the offence was committed; no person should be tried for a criminal offence for which has been tried and convicted or acquitted except on the order of a superior court; no person who has been pardoned for a criminal offence shall again be tried for that offence; and that no person shall be convicted of a criminal offence unless that offence is defined and the penalty prescribed in written law. According to Nwagwu (1987) school authorities are expected to ensure that the principles outlined in the constitution are applied at the disciplinary committee at the school level for due process and in the interest of justice and fairness.

Statement of the Problem

The issue of human rights violation is a national and international phenomenon that has recently attracted a lot of discuss by civil rights groups. Human rights abuse hitherto unknown in Nigerian universities is gradually spreading its ugly tentacles through the activities of secret cults, rapists, kidnappers, and other criminal minded elements (Manga, 2020). University managers in Kebbi State are expected to devise management strategies that will guarantee the protection of human rights in their institutions. The main objective of this study therefore is to assess the extent of application of managerial strategies for the protection of the right to life, right to dignity of the human person, right to personal liberty and right to fair hearing in Universities in Kebbi State, Nigeria.

Objectives of the Study

The objectives of this study were to:

1. find out the extent to which managerial strategies are applied for the protection of right to life in universities in Kebbi State;
2. Investigate the extent to which managerial strategies are applied for the protection of the right to dignity of the human person in universities in Kebbi State;
3. ascertain the extent to which managerial strategies are applied for the protection of the right to personal liberty in universities in Kebbi State; and
4. determine is the extent to which managerial strategies are applied for the protection of right to fair hearing in universities in Kebbi State.

Research Questions

The following research where raised to guide the conduct of this study:



1. What is the extent to which managerial strategies are applied for the protection of right to life in universities in Kebbi State?
2. What is the extent to which managerial strategies are applied for the protection of the right to dignity of the human person in universities in Kebbi State?
3. What is the extent to which managerial strategies are applied for the protection of the right to personal liberty in universities in Kebbi State?
4. What is the extent to which managerial strategies are applied for the protection of right to fair hearing in universities in Kebbi State?

Methodology

This study adopted a simple descriptive survey design. Stratified and simple random sampling techniques were used to deliberately select a sample of 300 participants out of total of 1,450 for the study. The sample comprised of 150 students, 50 non-academic staff, 50 lecturers, and 50 management staff drawn from Kebbi State University of Science and Technology Aliero and the Federal University Birnin Kebbi. A self-designed questionnaire titled “Managerial Strategies for Protection for Human Right Questionnaire” (ASPHRQ) was validated by experts in educational management and law at Usmanu Danfodiyo University, Sokoto. The 31-item instrument with four sections covering right to life, dignity of the human person, right to personal liberty and right to fair hearing was based on five-point scale to measure extent of performance from: 1 point = Very Low Extent (VLE = 0-39%); 2 points = Low Extent (LE = 40-49%); 3 points = Moderate Extent (ME = 50-59%); 4 points = High Extent (HE = 60-69%); and 5 points = Very High Extent (VHE = 70-100%). The mean score of 3 points and above on the scale was used as cut-off for satisfactory performance while below 3 points is unsatisfactory performance. Using test re-test method, the instrument was pilot tested at Federal University Gusau and reliability index of 0.87 was obtained using Pearson Product Moment Correlation coefficient at 0.05 level of significance. The data was collected with the help of well-trained research assistants. Simple frequencies, percentages, and mean scores were used to analyze data. A total of 280 copies of the instrument representing 93% return rate was used to analyze the data.

Results

Research Question 1: What is the extent to which managerial strategies were applied for the protection of right life in universities in Kebbi State?

This research question was answered and presented in table 1:

Table 1: Extent of Application of Managerial Strategies for the Protection of the Right to Life in Universities in Kebbi State.

S/N	Protection of Right to Life	Rating	\bar{X}	Extent	Decision
1.	The university has a strong perimeter fence, gates, secured laboratories,	60%	4.0	HE	Satisfactory



	hostels, workshops and other school buildings				
2.	University has well-trained and highly efficient security guards	66%	4.0	HE	Satisfactory
3.	University has security gadgets, small arms, vehicles and ICT equipment	40%	2.0	LE	Unsatisfactory
4.	Sentry and patrol duties are performed regularly and satisfactorily by security staff	50%	3.0	ME	Satisfactory
5.	University strictly enforces rules against all forms of violence	70%	5.0	VHE	Satisfactory
6.	University prohibits all forms of secret cults and their activities on campus	80%	5.0	VHE	Satisfactory
7.	University promptly prosecute all forms of criminal activities in courts of law	85%	5.0	VHE	Satisfactory
8.	University organizes regular workshops on security to staff and students	35%	1.0	VLE	Unsatisfactory
9.	University provides adequate medical services to staff and students	45%	2.0	LE	Unsatisfactory
10.	University ensures safety of drinking water, food, drugs and vehicles	75%	5.0	VHE	Satisfactory
	Grand Mean (\bar{X})	60%	4.0	HE	Satisfactory

Key:

VLE= Very Low Extent

LE= Low Extent

ME= Moderate Extent

HE= High Extent

VHE= Very High Extent



The grand mean rating of 60% on a scale of 4.0 in table 1 shows that universities in Kebbi State to a high extent satisfactorily applied managerial strategies for the protection of the right to life. This was reflected in items 1, 2, 5, 7 and 10 which were all scored 60 and above and on the scale of 4.0 and above. However, they did not satisfactorily possess security gadgets and organize workshops on fundamental human rights as well as provide adequate medical services to staff and students as reflected in items 3, 8, 9, which were rated 2.0.

Research Question 2: What is the extent to which managerial strategies are applied for protection of the right to dignity of the human person in universities in Kebbi State.

This research question was answered and presented in Table 2.

Table 2: Extent of Application of managerial strategies for the protection of right to the Dignity of the human person in Universities in Kebbi State.

S/N	Protection of Right to Dignity of Persons	Rating	\bar{X}	Extent	Decision
1.	No student or staff is subjected to forced labour in the university	90%	5.0	VHE	Satisfactory
2.	No staff or student is subjected to torture by the university security staff or police	95%	5.0	VHE	Satisfactory
3.	No university staff or student is subjected to slavery by exploitative conditions of service	35%	1.0	VLE	Unsatisfactory
4.	University students and staff are given the right for peaceful demonstrations	50%	3.0	ME	Satisfactory
5.	University staff and student are always treated with respect, consideration and understanding	60%	4.0	HE	Satisfactory
6.	No abusive language is used to humiliate staff and students	40%	2.0	LE	Unsatisfactory
	Grand Mean (\bar{X})	62%	4.0	HE	Satisfactory

Key:

VLE= Very Low Extent

LE= Low Extent

ME= Moderate Extent

HE= High Extent

VHE= Very High Extent



The grand mean rating of 62% on the scale of 4.0 in table 2 shows that to a high extent, universities in Kebbi State satisfactorily applied managerial strategies for the protection to dignity of the human person. This is particularly reflected in items 1, 2 and 5 which were rated 60% and above and were rated on the scale of 4.0. However, 3 and 6 which were rated 35% and 40% respectively on the scale of 1.0 and 2.0 show that universities in Kebbi State did not satisfactorily ensure that no staff is subjected to exploitative conditions of service and that no abusive language is used on students and staff.

Research Question 3: What is the extent to which managerial strategies are applied for protection of right to personal liberty in universities in Kebbi State?

This research question was answered and presented in table 3.

Table 3: Extent of application of managerial strategies for the protection of right to Personal Liberty in Universities in Kebbi State.

S/N	Protection of Right to Personal Liberty	Rating	\bar{X}	Extent	Decision
1.	Detained staff and students are enlightened to remain silent pending consultation with their lawyer	30%	1.0	VLE	Unsatisfactory
2.	Detained staff and students are given free legal assistance by the university	90%	5.0	VHE	Satisfactory
3.	University ensures that detained persons are informed of the facts of their offence in 24hours	95%	5.0	VHE	Satisfactory
4.	University ensures that its detained personnel are taken to court within reasonable time	80%	5.0	VHE	Satisfactory
5.	University ensures that wrongly detained personnel get compensated and public apology by the appropriate authority	35%	1.0	VLE	Unsatisfactory
6.	University security staff exercise caution in arresting and detaining staff and students	60%	4.0	HE	Satisfactory
	Grand Mean (\bar{X})	65%	4.0	HE	Satisfactory

Key:

VLE= Very Low Extent

LE= Low Extent

ME= Moderate Extent



HE= High Extent

VHE= Very High Extent

The grand mean rating of 65% on a scale of 4.0 show that to a high extent, universities in Kebbi State satisfactorily applied management strategies for the protection of the right to personal liberty. This is reflected in items 2, 3, 4 and 6 which were rated 60% and above and on a scale of 5.0. However, items 1 and 5 in table 3 were rated 30% and 35%, both on a scale of 1.0 which signify that universities in Kebbi State did not satisfactorily educate staff and students on what to do when they were under arrest and did very little to ensure that staff that were illegally detained got compensated with an apology.

Research Question 4: What is the extent to which managerial strategies are applied for the protection of the right to fair hearing in universities in Kebbi State?

This research question was answered and presented in table 4.

Table 4: Extent of Application of Managerial strategies for the protection of the Right to Fair Hearing in Universities in Kebbi State.

S/N	Protection of Right to Personal Liberty	Rating	\bar{X}	Extent	Decision
1.	Every accused person in the university is given the opportunity for a fair hearing	50%	3.0	ME	Satisfactory
2.	Every accused person is presumed innocent until proven guilty	50%	3.0	ME	Satisfactory
3.	Every accused person is informed of the nature of his offence in the language that he understands	90%	5.0	VHE	Satisfactory
4.	Every accused person is given adequate time to prepare for his defense	20%	1.0	VLE	Unsatisfactory
5.	Every person is allowed to defend himself and examine witness brought against him	70%	5.0	VHE	Satisfactory
6.	No person is convicted of an offence that is not defined and penalty prescribed in a written law	60%	4.0	HE	Satisfactory
7.	No person is tried for an offence for which he has been previously tried or pardoned	90%	5.0	VHE	Satisfactory



8.	Every accused person is entitled to records of proceedings on his case within seven days of conclusion of the case	80%	5.0	VHE	Satisfactory
9.	No person is convicted of any offence that is not an offence at the time it was committed	50%	3.0	ME	Satisfactory
	Mean (\bar{X})	62%	4.0	HE	Satisfactory

Key:

VLE= Very Low Extent

LE= Low Extent

ME= Moderate Extent

HE= High Extent

VHE= Very High Extent

The grand mean rating of 62% on scale of 4.0 in table 4 show that to a high extent, universities in Kebbi State satisfactorily applied managerial strategies for the protection of the right to fair hearing. However, items 1, 2 and 9 show to a moderate extent, universities gave every accused person the opportunity for fair hearing; one is presumed innocent till proven guilty and no one was convicted of an offence that was not an offence at the time it was committed. However, item 4 in table 4 show that universities in Kebbi State do not satisfactorily give every accused person adequate time to prepare for their defense as indicated in the very low rating of 20% and scale of 1.0

Summary of Findings

1. To a high extent, universities in Kebbi State satisfactorily applied managerial strategies for protection of the right to life.
2. To a high extent, universities in Kebbi State satisfactorily applied managerial strategies for protection of the right to dignity of the human person.
3. To a high extent, universities in Kebbi State satisfactorily applied managerial strategies for protection of the right to personal liberty.
4. To a high extent, universities in Kebbi State satisfactorily applied managerial strategies for protection of the right to fair hearing.

Discussion of Findings

Finding on research question one shows that in their efforts at protecting the right to life, universities in Kebbi State to a high extent, satisfactorily enforced rules against all forms of violence, prohibit cultism, promptly prosecute criminals and ensured safety of food and water in campuses. These efforts were in line with the suggestions of Manga, Hakimi and Nakazalle (2013) who underscore the need for university administrators to apply appropriate strategies



for the protection of right to life. Universities satisfactorily ensured the security of school buildings, regular of training of security staff, efficient performance of security duties and provision of medical services. This was in line with Ogunu (2015) who emphasized the need to step up security operations in schools to protect lives and properly. However, the performance of universities was rated low in terms of providing security apparatus and enlightening of staff and students on their fundamentals rights and curb security challenges. Lack of adequate modern security gadgets in the era of sophisticated criminality is a serious security challenge and a threat to life of staff and students in campuses.

Findings on research question two show that to a high extent, universities did not subject staff and student to forced labour or torture in their efforts at protecting the dignity of the human persons. This agreed with Malemi (2017) who stated that forced labour and torture constitute violation of right to dignity of the human person. The universities in Kebbi State highly treated staff and student with respect and consideration. they frown at use of abusive language so as to maintain dignity of the human person. This agreed with Hamilton (2016) who advocates for treating all persons with courtesy and understanding. However, universities in Kebbi State did not satisfactorily protect people's right to freedom from slavery as staff complained bitterly of being paid slave wages and subjected to exploitative working conditions without payment of compensation such as overtime claims and other welfare packages. This was contrary to Alexander (2008) who identified poor wages and conditions of service as indirect slavery, which every organization should avoid at all cost.

Findings in research question three indicates that in protecting the right to personal liberty, universities to a high extent provide legal assistance and ensure that staff and students who happened to be detained are informed of the nature of their offence and were taken to court within reasonable time. They also to a high extent, satisfactorily ensured that university security staff exercised caution in arresting and detaining staff and students. All this was in line with the provisions of section 35 (1a-f) of the 1999 constitution of the Federal Republic of Nigeria (FRN, 1999) as amended in 2018. However, contrary to this same provision, universities did not satisfactorily pursue compensation and apology for persons who are illegally detained. This tends to suggest that the universities to some extent shifted responsibility to the person's legal counsel.

Findings of research question four showed that in their strategies to protect the right to fair hearing, universities as to a high extent, satisfactorily ensured that accused persons were allowed to defend themselves; examine witnesses brought against them; they were not tried for an offence for which they have been tried or pardoned and are given records of the proceedings of their trial. Universities also to a moderate extent ensure that accused person are given opportunity for a fair hearing, are presumed innocent until proven guilty, were not convicted for an offence that was not written in the statutes and for an offence that is not an offence at the time of its commissions. These were in line with section 36 (4-12) the 1999 constitution of the Federal Republic of Nigeria as amended in 2018. However, universities did not satisfactorily give accused persons adequate time and facilities to prepare for their



defense, contrary to the provision of constitution as cited. Poor preparation for one's defense might lead to error in defense and possible miscarriage of justice

Conclusions

Universities in Kebbi State highly applied managerial strategies satisfactorily for protection of fundamental rights to life, dignity of the human person, right to personal liberty and fair hearing. Although this is a good performance, yet there were grey areas that still needed urgent improvement. These areas shall form the basis of recommendations of this study.

Recommendations

Based on the findings of this study, the following recommendations were made:

1. To enhance protection of right to life, universities in Kebbi State should prioritize acquisition of modern security gadgets, provide small arms to their security staff, patrol vehicles and Information and Communication Technology (ICT) equipment. Regular seminars and workshops should be organized to enlighten members of the university community for proper understanding of their fundamental human rights and enhance their personal security.
2. To improve protection of right to dignity of the human person, universities should focus on finding ways of improving the salaries, wages and conditions of service so that staff would not feel they are treated as slaves. To this extent, university councils and unions should lobby the government to achieve better wages and welfare packages for their staff.
3. To upgrade the protection of right to personal liberty, universities should enlighten detained staff and students on their rights under arrest and detention and to ensure that persons illegally detained get adequate compensation and apology from appropriate authority.
4. For better protection of the right to fair hearing, universities should ensure that an accused person is given adequate time and facilities to prepare for his defense, whether internally within the university or externally in the law court.

Implications to Educational Managers

No education institution can exist in peace and harmony without protection of fundamental human rights. Educational managers are expected to champion the cause of safeguarding the fundamental human rights in their institutions. To this end, they are expected to ensure regular seminars, symposiums and talks by eminent legal personalities who shall help in enlightening staff and students on their fundamental human rights and how they can be protected. Educational managers in the university should always ensure that the rule of law prevails in order to provide maximum protection for the right to life, dignity of the human person, personal liberty and fair hearing amongst staff and students in their institutions.



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