



2016–2026

# INSTITUTIONAL REVIEW

## *From Founding Stewardship to Rules-Based Continuity*

**Festac Grammar School Class of 1998 Alumni Association (FGSCAA)**

A ten-year review of governance, leadership transition, institutional systems and organisational maturity

### APPROVED FOR PUBLICATION

This revised edition was approved for public release in October 2026. It incorporates newly recovered contemporaneous records covering the 2016 founding period, the 2018-2021 BOT consolidation era, the 15 May 2021 Executive election, the 10 July 2021 handover and swearing-in, and the July 2023 return to BOT operational stewardship.

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## PURPOSE &amp; READING GUIDE

## About This Institutional Review

This Institutional Review examines how FGSCAA developed as an organisation from its formation in February 2016 through its tenth year in 2026. It is not primarily a project-impact report. Instead, it focuses on the Association itself: how authority was exercised, how leadership moved between the Board of Trustees and elected Executive Committees, how governance weaknesses were identified, and how rules, records, committees, membership systems and digital infrastructure were gradually built to support continuity.

The review distinguishes between three connected ideas: founding stewardship, elected executive administration, and institutional oversight. In practice, FGSCAA's first decade included periods when the Board of Trustees carried day-to-day operational responsibilities beyond the conventional oversight role of trustees. Those periods are presented here as part of the Association's historical development, not as the intended permanent governance model.

### A central institutional lesson

FGSCAA's decade can be read as a movement from dependence on founding personalities and emergency stewardship toward a system in which the Constitution, succession rules, committee mandates, records, member controls and administrative tools are expected to carry the institution even when individual officeholders change.

### Source basis

- Founding and anniversary publications, including the 2020 Homecoming publication, the 2024 8th Anniversary project compilation, and recovered 2016 founding records.
- General Meeting minutes, Board of Trustees State of the Alumni reports, and recovered election and handover records.
- Constitutional review and ratification records from 2026.
- Leadership registers and historical clarifications supplied by FGSCAA leadership.
- Current public governance, archive and member-portal records developed during the 2026 digital transformation.

Where an older publication used approximate dates or compressed the sequence of a transition, this revised Review follows the strongest contemporaneous record now available together with formally verified institutional chronology.

## EXECUTIVE PERSPECTIVE

# The Institutional Story in One View

FGSCAA began before it became a registered incorporated trustee body. In February 2016, the emerging Association charged its founding trustees with the immediate responsibility of creating a durable administrative and governance foundation. The Board of Trustees therefore functioned not only as a registration vehicle, but as the first operational centre of the Association while the Constitution, electoral process, project agenda and leadership architecture were being formed.

The recurring pattern over the next decade was not simply “BOT versus EXCO.” It was an institutional cycle: trustees stabilised the house, elected executives took operational control, weaknesses or unfinished systems returned the institution to trustee stewardship, and each cycle produced additional rules and administrative capacity.

| Period                | Operational leadership                                       | Institutional purpose                                                                                            |
|-----------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| Feb–Aug 2016          | Founding Board of Trustees                                   | Formation, registration, Constitution, electoral framework and initial organisational blueprint.                 |
| Sep 2016–Aug 2018     | First elected Executive Committee                            | First sustained elected administration and committee-led operations.                                             |
| Aug/Sep 2018-Jul 2021 | Board of Trustees                                            | Institutional consolidation, continuity, systems development and preparation for renewed elected administration. |
| Jul 2021-Jun 2023     | Second elected Executive Committee                           | Renewed elected administration, programmes, projects and operational leadership.                                 |
| Jul 2023-Jun 2026     | Board of Trustees                                            | Deep governance strengthening, membership/financial systems, groups, policies and constitutional redesign.       |
| Jul 2026 onward       | Third elected Executive Committee under renewed Constitution | Return to elected operational leadership with clearer accountability, succession and corrective mechanisms.      |

### The 2026 turning point

The April 2026 constitutional reset was designed to reduce the need for trustees to become the operational “brakes” of the Association. It strengthened rules on non-performance, succession, emergency elections, attendance, executive composition and trustee/Board of Directors relationships.

## FOUNDING PHASE

## 2016: Before Registration, Governance Had Already Begun

FGSCAA traces its modern institutional beginning to 16 February 2016, when classmates began organising a formal alumni association. The Association was not yet registered with the Corporate Affairs Commission, but its founders immediately recognised that the organisation needed a governance framework before it could depend on elected executives.

At the inaugural General Meeting held on 20 March 2016 at Frank Kids Park, Festac Town, the founding Board of Trustees was ratified. The trustees were charged with progressing the CAC registration, supervising the Constitution and Bylaws, establishing an electoral process, and creating the blueprint that would allow a future Executive Committee to inherit a functioning house rather than an informal social group.

On 27 April 2016, an FGSCAA delegation formally visited Festac Grammar School leadership. The delegation introduced the emerging Association, presented equipment and discussed practical areas of support including educational materials, student empowerment, scholarships, library development and the deteriorated Junior Secondary School block. This early engagement shows that service to the alma mater was embedded in FGSCAA's institutional purpose from its formative months.

At the first Annual General Meeting on 28 August 2016, members reviewed the inaugural record and continued work on the Constitution and Bylaws, Executive inauguration, directors, school projects, dues, cooperative ideas and relations with the wider alumni body. The constitutional and inauguration processes were not yet complete at that meeting and were carried forward into the immediate transition period. The CAC Certificate of Incorporation had been received on 12 August 2016, confirming that registration and governance development were advancing in parallel.



*Archival record: FGSCAA's formative 2016 period, when governance, registration and early project priorities were being established.*

## Why the trustees began with operational responsibility

The institutional logic was deliberate: the house wanted a “lasting blueprint and formidable house” before executive administration became the principal operational engine. In this founding phase, the BOT therefore acted as the bridge between idea and institution - coordinating registration, rules, elections and early organisational discipline.

## Founding Board of Trustees, 2016–2023

| Name              | Role      |
|-------------------|-----------|
| Gerald A. Azonobo | Chairman  |
| Henry Ekpe        | Secretary |
| Ahamefula Mark    | Member    |
| Abiodun Adetona   | Member    |
| Adewale Aderoju   | Member    |
| Thomas Kokobili   | Member    |

**FIRST ELECTED ADMINISTRATION**

## 2016–2018: From Founding Stewardship to Executive Administration

Following the founding phase and the August 2016 transition meetings, the Association moved into its first elected administration. The Executive Committee and its supporting directors/committee leadership were ratified for the 2016-2018 tenure, and the new Executive became operational in September 2016.

### First elected Executive Committee, 2016–2018

| Office                      | Officeholder           |
|-----------------------------|------------------------|
| President                   | Osobu Adekunle         |
| Vice President              | Mercy Okafor           |
| General Secretary           | Oluwagbemiga Oladiran  |
| Assistant General Secretary | Anna Francesca Olawoye |
| Financial Secretary         | Imeobong Akpan         |
| Treasurer                   | Abiodun Adetona        |

### A wider governance ecosystem

Contemporary publications also record a broader Board of Directors and director-level structure around the pioneer administration, including roles for alumni relations, communications, scholarships, welfare and programmes. This mattered because the Association’s earliest governance model was never intended to rest on six elected officers alone; operational work was distributed through functional responsibilities.

#### Institutional significance

The first Executive administration demonstrated that FGSCAA could move from founder-led formation into elected operational leadership. It also exposed the difference between having officeholders and having systems mature enough to sustain leadership turnover.

### The 2018 handover back to the BOT

By August/September 2018, the first Executive administration handed operational responsibility back to the Board of Trustees. The 2021 BOT Handover Report confirms that the Board resumed leadership in that period at the Radisson Blu Hotel, Ikeja, with the aim of strengthening continuity systems before another elected administration.

## CONSOLIDATION

## 2018–2021: Building the House Behind the Programmes

The August/September 2018–July 2021 BOT stewardship period was a consolidation phase. The Board resumed day-to-day responsibility while working to make FGSCAA more administratively sustainable and capable of another orderly handover to elected leadership.

### Institutional mechanisms strengthened during the period

- A wider committee architecture covering membership, welfare, alumni relations/student activities, loans, education and scholarships, fundraising, social activities, projects, career/business development, budget/finance, health/wellness, communications and nominations/awards.
- Institutional communication systems including an Association email address, website, social-media platforms, WhatsApp administration and the Monthly Bulletin.
- Administrative and financial structures including Sterling Bank accounts, Thrift & Contribution, the Annual Membership Survey and stronger financial-member records.
- Member welfare and mutual-support mechanisms, including support during the COVID-19 period and the Sell Your Market Initiative (SYMI) for member businesses.
- More structured school-support programmes, including examination-form sponsorship, Back-to-School materials, the 2021 Spelling Bee, mower/copier support and COVID-19 protective materials.
- The 2020 Homecoming as an institutional gathering combining governance, reconnection, community outreach, wellness and programme planning.

The period is important not simply because projects occurred, but because FGSCAA increasingly learned to organise work through committees and repeatable processes rather than depending only on individual interventions.

### What “strengthening the house” meant

In FGSCAA’s institutional vocabulary, strengthening the house meant creating repeatable structures: rules that members understood, committees that could execute, records that survived meetings, welfare expectations, dues administration, project responsibility and a leadership culture capable of handing over.

## SECOND ELECTED ADMINISTRATION

# 2021–2023: Elected Leadership Returns

By 2021, the Board considered the Association sufficiently strengthened to return operational authority to an elected Executive Committee. The Executive election was held on 15 May 2021 at the Festac Grammar School premises. The formal BOT handover and swearing-in ceremony followed on 10 July 2021, completing the transition into the July 2021-June 2023 administration.

## Second elected Executive Committee, 2021–2023

Historical record note: the May 2021 election result and the July 2021 swearing-in record are not identical because leadership changes occurred between election and inauguration. For this Review, the leadership register follows the officers actually sworn in at the 10 July 2021 handover.

| Office                      | Officeholder           |
|-----------------------------|------------------------|
| President                   | Oluwagbemiga Oladiran  |
| Vice President              | Temitope Basorun       |
| General Secretary           | Prince Gogo Chidiebere |
| Assistant General Secretary | Chima Akunne           |
| Financial Secretary         | Marian Obafemi         |
| Treasurer                   | Morayo Dosunmu         |

The 2021–2023 administration inherited an Association with more developed committees, programmes and member expectations than existed in 2016. During this period, FGSCAA continued its education and community-support work, including Back-to-School, the first Annual Spelling Bee, examination-form sponsorship and humanitarian outreach.

### A second proof of concept

The 2021 transition showed that elected administration could resume after a BOT consolidation period. Just as importantly, the 2023 handover would demonstrate that continuity mechanisms still required further work.

## July 2023: operational responsibility returns to the BOT

At the end of the 2021-2023 tenure, operational responsibility returned to the Board of Trustees for the 2023/2024 financial year. At its 2 July 2023 meeting, the BOT opened a rebuilding phase focused on dues,

membership engagement, committee functionality, financial reporting and communications, while reactivating core responsibilities for the next cycle.

#### DEEP INSTITUTIONAL BUILD

## 2023–2026: Designing a House That Could Stand Without BOT Operational Intervention

The July 2023-June 2026 BOT stewardship period became the most deliberate governance-building phase of FGSCAA's first decade. From its opening July 2023 deliberations, the Board focused on repairing participation, dues administration, committee functionality, member engagement, communications and record discipline while working toward a stronger constitutional settlement.

### Key areas of institutional strengthening

- Member Groups A–F as participation, fellowship and meeting-hosting structures.
- More disciplined dues administration, debt recovery and membership standing controls.
- Membership data capture and identification systems.
- Regular General Meetings, documented minutes and committee reporting.
- Standing and ad-hoc committees for welfare, projects, finance, social activities, membership/reclamation, career/business development and specific programme diligence.
- CAC annual-return regularisation and attention to statutory institutional records.
- Publication of the 8th Anniversary project compilation and expansion of the Association's historical archive.
- Preparation for a clearer elected-leadership succession framework.

The Board's 2025 State of the Alumni reporting also reflects a more mature accountability culture: committee performance, membership standing, financial reporting and forward plans were treated as institutional matters rather than informal updates.

### The governance tension the Board needed to solve

Trustees had repeatedly become the operational fallback when the house needed stability. Yet permanent BOT operational management was not the constitutional destination. The 2023–2026 task was therefore to build rules strong enough to preserve continuity without requiring the BOT to keep stepping into executive administration.

**CONSTITUTIONAL RESET**

## 2026: Turning Experience into Rules

The 2026 governance reform converted lessons from the previous decade into formal constitutional mechanisms. The March 2026 electoral process exposed practical gaps in the existing framework, and the Association responded with a comprehensive constitutional review rather than another informal workaround.

### 25 April 2026: ratification of the amended Constitution

At the 25 April 2026 General Meeting, members reviewed the proposed constitutional changes section by section and ratified the amended Constitution. The reform addressed executive composition, election procedures, succession, trustee participation, meeting structure, attendance and disciplinary provisions. The same meeting completed the 2026–2028 Executive leadership process.

### Governance protections created or strengthened

- A defined Executive Committee structure with eight elected offices.
- Clearer provisions for unopposed candidates and completion of vacant offices.
- Acting-President and emergency-election mechanisms for leadership disruption.
- Constitutional expectations around attendance and participation.
- A more defined relationship between trustees and the Board of Directors.
- A route for addressing executive non-performance without defaulting immediately to informal trustee takeover.
- A recurring meeting framework combining physical and virtual General Meetings.

In June 2026, trustee-status and inactivity issues were also addressed through a governance restructuring process intended to align institutional practice, CAC records and the long-term oversight role of trustees.

### The institutional shift

The most important change in 2026 was not simply the election of another Executive Committee. It was the attempt to make the rules - rather than emergency intervention by founding trustees - the primary mechanism for continuity, accountability and corrective action.

**CURRENT GOVERNANCE CONTINUITY**

# Leadership Registers Across the Decade

## Board of Trustees: founding/early governance, 2016–2023

| Name              | Role      |
|-------------------|-----------|
| Gerald A. Azonobo | Chairman  |
| Henry Ekpe        | Secretary |
| Ahamefula Mark    | Member    |
| Abiodun Adetona   | Member    |
| Adewale Aderoju   | Member    |
| Thomas Kokobili   | Member    |

## Board of Trustees: 2023–present institutional configuration

| Name              | Role      |
|-------------------|-----------|
| Gerald A. Azonobo | Chairman  |
| Abiodun Adetona   | Secretary |
| Ahamefula Mark    | Member    |
| Thomas Kokobili   | Member    |
| Frances Nwosa     | Member    |
| Mercy Okafor      | Member    |
| Kelechi Nwuzor    | Member    |

The composition above reflects the institutional leadership register supplied for this Review. Formal CAC records and subsequent trustee filings remain the controlling legal record where required.

## Elected Executive administrations

| Tenure    | President             | General Secretary      | Institutional position                                                        |
|-----------|-----------------------|------------------------|-------------------------------------------------------------------------------|
| 2016–2018 | Osobu Adekunle        | Oluwagbemiga Oladiran  | Pioneer elected administration after founding BOT stewardship.                |
| 2021–2023 | Oluwagbemiga Oladiran | Prince Gogo Chidiebere | Second elected administration after 2018–2021 BOT consolidation.              |
| 2026–2028 | Oluwagbemiga Oladiran | Prince Gogo Chidiebere | Third elected administration under the renewed 2026 constitutional framework. |

**THIRD ELECTED ADMINISTRATION**

## 2026–2028: A New Test of Institutional Independence

The third elected Executive Committee took responsibility from July 2026 under a substantially stronger constitutional and administrative framework than either previous administration inherited. This transition was intended to test whether the Association could now sustain elected operational leadership while the Board of Trustees returned to a more clearly defined oversight, continuity and custodial role.

### Executive Committee, 2026–2028

| Office                      | Officeholder           |
|-----------------------------|------------------------|
| President                   | Oluwagbemiga Oladiran  |
| Vice President              | Christian Okoh         |
| General Secretary           | Prince Gogo Chidiebere |
| Assistant General Secretary | Mabel Obaye            |
| Financial Secretary         | Ayodele Ogunniyi       |
| Treasurer                   | Marian Obafemi         |
| Provost                     | Hassan Yusuff          |
| Public Relations Officer    | Adedayo Nnadozie       |



*2026 leadership transition: elected executive leadership and Board of Trustees continuity.*

## What changed for this administration

- A clearer constitutional response to leadership vacancies and non-performance.
- More mature committee and member-group infrastructure.
- Established financial, meeting and membership records.
- A public accountability architecture and stronger publication discipline.
- A secure digital member/admin platform supporting authenticated records and role-based administration.
- A stronger expectation that handover materials, systems and institutional memory belong to the Association rather than to individual officeholders.

## INSTITUTIONAL ARCHITECTURE

# What FGSCAA Built Beyond Individual Administrations

## 1. Governance instruments

FGSCAA's institutional architecture grew through Constitutions, amendments, resolutions, meeting decisions, trustee policies and committee mandates. By 2026, governance had moved beyond simple office descriptions toward succession, inactivity, emergency action and role-boundary mechanisms.

## 2. General Meetings and documented decisions

Regular physical and virtual General Meetings became a primary institutional control. Minutes were increasingly circulated, corrected and adopted, creating a documentary trail for decisions and reducing dependence on memory or informal WhatsApp discussion alone.

## 3. Committees and distributed responsibility

Committee structures allowed FGSCAA to distribute welfare, project, finance, social, membership and professional-development responsibilities. Although committee activity varied across periods, the model established that programme delivery should be assigned rather than improvised.

## 4. Groups A–F

The six member groups created a practical participation layer beneath the central governance structure. Their purpose is fellowship, meeting hosting and shared responsibility - not separate governance authority or membership classification.

## 5. Membership administration

Dues records, member standing, attendance expectations, data capture, identification, re-validation and portal access gradually became part of the Association's administrative system.

## 6. Financial stewardship

Financial reporting evolved toward regular member-facing reports, dues reconciliation, documented project values and clearer separation between public accountability information and confidential internal financial records.

## INSTITUTIONAL MEMORY

## From WhatsApp Records to a Durable Archive

One of FGSCAA’s most significant institutional changes has been the movement from communication-led memory toward managed records. WhatsApp remained important for member communication, but the Association increasingly produced formal minutes, reports, bulletins, anniversary publications, project records and governance documents that could survive platform changes and leadership transitions.

### Publications as governance infrastructure

- 2020 alumni bulletins and Homecoming publication.
- 2024 8th Anniversary / Alma Mater Projects Compilation.
- State of the Alumni reports and General Meeting records.
- 2025 Annual Report.
- 2016–2026 Decade of Impact Report.
- This 2016–2026 Institutional Review.

These publications are not merely publicity materials. Together they create institutional memory: what was decided, who led, which projects were completed, how systems changed and what future officeholders inherit.

### The digital platform as a continuity tool

The 2026 member-portal programme added another layer of institutional maturity: authenticated member access, role-based administration, member profiles, protected documents, announcements, events, group information, search, password recovery, administrator security controls, audit logging and private document access. The significance is governance as much as technology - records and permissions increasingly reside in an Association-controlled system rather than in individual devices or informal channels.

#### Institutional principle

A durable alumni association must be able to remember itself. Records, permissions, policies, minutes, publications and structured handovers are the mechanisms by which organisational memory becomes independent of any one person.

**ASSESSMENT**

# What Changed Between 2016 and 2026

| 2016 condition                                                      | 2026 institutional position                                                                                             |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Founding trustees carried formation and operational responsibility. | Trustees remain continuity custodians, but elected executives operate under a stronger constitutional framework.        |
| Governance depended heavily on founding initiative.                 | Succession, emergency procedures, executive roles and corrective mechanisms are increasingly codified.                  |
| Records were concentrated in meetings and messaging platforms.      | Minutes, reports, publications, archive pages and secure digital records provide broader institutional memory.          |
| Committees and roles were still being invented.                     | Standing committees, ad-hoc committees and Groups A–F form a repeatable participation structure.                        |
| Leadership transition was largely relationship-driven.              | Certificates of Return, handover documents, role permissions and formal transition processes are increasingly expected. |
| Membership administration was mostly manual.                        | Dues, standing, profiles, groups, access controls and member records are increasingly systematised.                     |

## The unresolved institutional challenge

No Constitution can substitute for responsible leadership. FGSCAA’s next test is whether the systems created during the first decade will be used consistently when personalities, pressures and disagreements change. The success of the 2026 reforms will therefore be measured less by the quality of the document itself than by whether future trustees, executives, committee chairs and members accept the discipline of the institution they have built.

**SECOND-DECADE GOVERNANCE AGENDA**

# What the Next Ten Years Should Protect

## Role clarity

Trustees should preserve continuity and oversight without becoming the default day-to-day executive administration except where the governing framework expressly requires emergency intervention.

## Executive accountability

Elected office should carry measurable responsibility, documented handover and consequences for sustained non-performance in accordance with the Constitution.

## Records before personalities

Minutes, resolutions, financial records, passwords, digital assets and project files should remain Association property and be transferable across administrations.

## Committee functionality

Standing committees should have clear annual work expectations, leadership, reporting and succession rather than existing only as names on an organisational chart.

## Public accountability with privacy

FGSCAA should continue publishing appropriate reports and impact records while keeping member-specific, financial and governance-sensitive information protected.

## Digital continuity

The member portal, admin controls, audit trail and document archive should become part of normal governance rather than a one-time technology project.

## Constitutional discipline

Disagreements should increasingly be resolved through the Constitution, policies and documented decisions rather than ad-hoc intervention.

### The second-decade objective

FGSCAA's institutional success will be strongest when the Association no longer needs any individual - founder, trustee, president or administrator - to personally hold the house together. The house itself should hold.

**SOURCE REGISTER**

# Primary Institutional Records Used

| Record                                                 | Use in this Review                                                                                    |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| 20 March 2016 inaugural-meeting minutes                | BOT ratification, electoral framework, Constitution/Bylaws and Project A.                             |
| 27 April 2016 school-visitation minutes                | First formal school engagement; student support, scholarships, library and infrastructure priorities. |
| 28 August 2016 First AGM minutes                       | Constitutional transition, Executive-inauguration process, projects, dues and wider alumni relations. |
| 2020 Homecoming publication                            | Historical narrative, programme architecture, committees and the first major Homecoming record.       |
| 2018-2021 BOT Handover Report (presented 10 July 2021) | Evidence of the August/September 2018 return to BOT stewardship and consolidation-era systems.        |
| 15 May 2021 Executive-election minutes                 | Verified election date, process and results for the incoming 2021-2023 administration.                |
| 10 July 2021 BOT handover / swearing-in records        | Verified handover date and officers actually sworn in for 2021-2023.                                  |
| 2 July 2023 BOT meeting record                         | Opening of the 2023-2026 rebuilding phase and committee reactivation.                                 |
| 2024 8th Anniversary / Alma Mater Projects Compilation | Governance history, projects and institutional chronology.                                            |
| 2024-2025 General Meeting minutes                      | Member, committee and administrative practices leading into the 2026 reforms.                         |
| 2025 BOT State of the Alumni Report                    | Committee activity, membership standing, accountability systems and forward planning.                 |
| March-June 2026 governance and meeting records         | Election process, constitutional restoration, executive transition and trustee restructuring.         |
| FGSCAA public website / member-portal records          | Current governance presentation, digital infrastructure and accountability architecture.              |
| Leadership clarifications supplied October 2026        | Verification of BOT operational periods and elected-administration transitions.                       |

This Review is a historical and institutional publication of FGSCAA. Where a legal filing, CAC record, formally adopted Constitution, resolution or approved meeting record conflicts with a summary statement in this publication, the controlling institutional document prevails.

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