

CADEMIC STRATEGIC PLAN

GOALS	OBJECTIVES	ACTION (strategy)	Timeline	Resources Needed	MOV/KPI	Risks/Constraints
1.Achieve Diversity and Academic/Teaching Excellence	Increase the size and quality of faculty in all disciplines with priority in strategically important academic areas	<p>Emphasize a general recruitment strategy of <i>building from the bottom</i> (especially recruiting first class graduates, new PhDs and ðemerging starsö) over the next five years.</p> <p>Increase regular, systematic and transparent mechanisms for re-allocating faculty positions across related academic units in order to strengthen select areas.</p> <p>Increase funding for new faculty positions especially in innovative and market driven areas and making it a priority for capital campaign.</p>	<p>2013 - 2018</p> <p>2014</p> <p>2014</p>	University Administration	<p>At least 2% yearly increase in faculty and new PhDs recruitment over the next five years</p> <p>At least 20% increase in inter/intra faculty assignments in related disciplines in the first 12 months</p> <p>Increase in number of grants and endowed positions</p>	<p>Availability of funding and administrationø commitment</p> <p>Misconception of staff Availability of funding</p> <p>Sustainability Dearth of manpower</p>
	Sustain national and international visibility of the University in order to attract diverse students and staff	Establish online classes for local and international students	<p>2013-14</p> <p>2014</p>	University website (e-learning resources)	<p>10% increase in overall student enrollment over 5 years using the e-learning platform, using the 2012-13 student enrollment as baseline</p> <p>3% annual increase in postgraduate enrollment using the 2012-13 enrollment as baseline</p> <p>3% annual increase in international student</p>	<p>Administrationø commitment</p> <p>Availability of competent faculty members</p> <p>Funding and appropriate Infrastructure</p>

		<p>Improve academic staff welfare along the lines of what obtains in leading public universities in Africa.</p> <p>Expose the University and its students to national and international competitions</p>		<p>University website Radio station Newsletter Conferences Publications</p>	<p>enrollment using the e-learning platform</p> <p>Significant decrease (using 2010-11 faculty turnover/attrition as baseline) in voluntary turnover measured on two yearly basis by faculty</p> <p>Records of UNN participation in local, regional and international competitions</p>	<p>Availability of funding Access to high impact publications</p>
	<p>Initiate systematic and mandatory review of curriculum of all departments once every five years</p>	<p>Re-energise curriculum review committees at both departmental, faculty and senate levels.</p> <p>Ensure that curriculum review meets key disciplinary and industry needs.</p>	2013	<p>Competent and committed staff</p> <p>Library and internet access</p>	<p>Number of completed reviewed curriculum per session</p> <p>Number of annual curriculum reports submitted to academic planning by each of the curriculum review committees</p> <p>Number of curriculum approved per session</p> <p>Decrease in turnaround time for new curriculum approval</p> <p>Number of Industry interactions between different curricular review levels</p>	<p>Commitment and drive of faculty Deans</p> <p>Institutional policy</p> <p>Manpower in the academic planning unit</p> <p>Availability of knowledgeable staff</p> <p>Access to information on extant development and industry needs</p> <p>Access to industry key stakeholders</p>

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		...e that the curriculum review processes are aligned to institutional or Nigerian Universities Commission timeline.			25% increase in curriculum reviews completed within institutional timeline per year	Same as action strategy one, above NUC Minimum benchmark mindset
	Strengthen efforts to attract and educate an excellent and diverse body of undergraduate students	<p>Maintain the standards of the Post-Unified Tertiary Matriculation Examination (post UTME) screening and ensure that merit admissions become increasingly relevant in admission criteria.</p> <p>Develop targets and plans to enhance diversity and support mechanisms to facilitate and promote academic excellence.</p> <p>Continually updating the University's website to highlight the special</p>	2013 - 2017	<p>Efficient Entrance Board staff</p> <p>ICT staff</p>	<p>5% annual increase using 2012-13 enrollment data as baseline) in number of undergraduates from outside Nigeria</p> <p>Yearly review/update of website</p> <p>20% percent annual increase yearly of faculties and units that complete an approved performance target</p> <p>Annual evaluation of academic excellence KPI s submitted to Academic planning unit</p> <p>Significant increase based 2012-13 information in</p>	<p>Drive and commitment of the admission office; the Dean of postgraduate school and Administration's support</p> <p>Institutional understanding of service delivery</p> <p>Competent webmasters and reliable internet</p>

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		<p>opportunities that students have the University to work closely with faculty as well as the wide variety of courses and programmes available.</p> <p>Emphasize the capacity of the University to provide opportunities for undergraduate and postgraduate research both in Nigeria and abroad.</p> <p>Expand institutional mechanisms to involve undergraduates in research with faculty and encourage faculty to actively involve undergraduates in their research projects.</p>		<p>ICT staff</p> <p>Faculty/University Administration</p>	<p>faculty profile, course listing and description on the University website</p> <p>Bi-annual update of faculty profile, course information on the University website</p> <p>Significant increase (based on 2012-13 data) in undergraduate and postgraduate research participation based on number of submitted and approved research papers.</p> <p>Significant increase (2012-13 as baseline) in undergraduate and postgraduate participation in local and international research competitions.</p> <p>Significant increase in department based research output</p> <p>Significant increase annually in student and faculty research based publications</p>	<p>facilities</p> <p>Research competence of staff</p> <p>Access to research grants and linkages</p> <p>Faculty buy in and lecture load</p>
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	<p>postgraduate and professional programmes to recruit and educate a diverse body of the very best students</p> <p>Establish competitive scholarship benefits for postgraduate students.</p> <p>Create fellowship programmes for PhD students especially in high priority disciplines particularly where fellowships are essential in maintaining competitiveness.</p> <p>Develop a stronger and more organized web presentation on graduate education at the University of Nigeria.</p> <p>Establish institutional mechanisms for supporting the development of postgraduate students as teachers, including the possibility of seed funds to promote development and preparation.</p>	2013 - 2017	<p>School of Postgraduate Studies</p> <p>School of Postgraduate Studies</p> <p>School of Postgraduate Studies</p> <p>School of Postgraduate Studies</p> <p>School of Postgraduate Studies</p>	<p>Yearly increase in the number of postgraduate students from outside Nigeria</p> <p>Increase in number of Masters programmes and industry specific specializations</p> <p>Complete institutional framework/policy for a robust fellowship programme.</p> <p>10% increase annually of PhD fellowships across disciplines especially in the high priority.</p> <p>Improved and periodically updated website of the postgraduate school</p> <p>Guidelines developed by 2014</p> <p>Number of students recruited as teachers in a given academic session</p> <p>Number of postgraduate students enrolled in the institution's new faculty mentoring programme.</p>	<p>Commitment of the postgraduate school Dean</p> <p>Support of University Administration</p> <p>Commitment of depts. and staff teaching Postgraduate courses to innovative and new specializations</p> <p>Availability of staff in core industry specializations</p> <p>Capable webmasters in the PG school</p> <p>Non availability of a new faculty mentoring programme</p>
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		and professional Masterø programmes especially where labour market opportunities coincide with the academic strengths of the University programmes.			Number of new professional Masterø programmes.	
		Develop mechanisms at the institutional level for assessing the quality and impact of professional Masterø programmes.			Annual evaluation of Masterø programme quality and impact on industry.	Availability of reliable impact assessment mechanisms
	Improve postgraduate enrolment towards meeting the 60/40 percent ratio in postgraduate and undergraduate intake in the university	<p>Improve the capacity of the postgraduate school through substantial improvements in physical infrastructure and human resources especially in such key areas as ICT and support services to students and staff.</p> <p>Aggressively publicize the key programmes of the school online and in the Times Higher Education Supplement and key journals.</p>	2013 ó 2017	<p>Board of School of Postgraduate Studies</p> <p>Departments</p>	<p>At least 5% yearly increase in postgraduate intake</p> <p>Advertised programmes online and in journals/newspapers</p>	<p>Commitment of the postgraduate school Dean and support of University Administration</p> <p>Access to key online resources</p> <p>Availability of funding</p> <p>Understanding the value of institutional branding</p>

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		and the number of programmes offered by including specializations that are consistent with the needs of industry.			A 2% increase in programmes on offer within the first two years	Institutional policies and regulatory authority benchmarks Availability of quality faculty
2. Achieve world recognition in research, scholarship and creativity	Strengthen the educational impact of international opportunities and experiences for students	Expand non-credit opportunities such as international internships, global service learning and work experiences with important educational components.	2013 - 2018	University website(e- learning resources)	25% increase in number of students involved in exchange programmes using the 2012 baseline data	Commitment and drive of the Dean of the postgraduate school
		Introduce web based courses in collaboration with other accredited institutions and programmes to increase postgraduate students global perspectives to curriculum.		Employment of ICT, complaint staff	2% yearly increase in web- based courses offered at the postgraduate level (using 2012 data as baseline)	Reliable internet access Faculty competence in developing web-based courses
		Engage the services of competent international adjunct staff to provide instruction for postgraduate students particularly in high priority areas.		Staff	10% annual increase (based on 2012 international adjunct faculty data) in the number of international adjunct faculty teaching postgraduate courses	Availability of funding Reliable database of prospective adjunct faculty
		Improve the local knowledge content of curriculum in order		Staff	Number of annual curriculum reports submitted to academic	Availability of funding

		engage critically with local issues and create innovative solutions to local problems.			planning by each of the curriculum review committees that contain a section for critical local issues and innovative solutions	
	Promote the health and well-being of all classes of students as a foundation for academics and success in life generally	Promote a campus-wide culture that encourages requests for counseling and psychological help among students.	2013 - 2018	Availability of functional counseling centre and staff	10% annual increase in student awareness programmes at the institutional, faculty and departmental levels focused on health and well-being of students using 2012 data as baseline. 10% increase in number of students accessing the institution's counseling and psychological centre	Commitment of the Administration and support of all stakeholders Availability of funding Access to reliable and student friendly intervention services Receptivity of students and general university populace to counseling and psychological services
		Ensure the availability of sufficient resources for proactive outreach and timely intervention services to students experiencing excessive stress or showing evidence of mental health issues.		Availability of functional counseling centre and staff	All students halls should have information boards dedicated to health and well-being by 2014. 25% of hall porters and governors are trained annually on key aspects of student health and well-being support	Availability of funding and commitment of university community to adopt well-being initiatives
				Availability		

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		<p>Make that faculty as teachers advisers recognize the importance of health and social well-being for learning and success in life.</p> <p>Make the health and well-being of students on campus a community wide responsibility by strengthening efforts to ensure that all members of the University community have both the information and training to recognize the signs of excessive stress and how to seek assistance for themselves and others.</p> <p>Develop new ways to foster closer ties between faculty and students and a stronger sense of community among students within and outside their class environments.</p>		<p>of functional counseling centre and staff</p> <p>Availability of functional counseling centre and staff</p>	<p>Increase by 25% in the number of faculty organized training/seminars for students on health and social well-being using 2012 data as baseline</p> <p>Increase by 10% in the number of modules focused on student health and well-being during the new student orientation training sessions by 2013</p> <p>Annual evaluation of students' perception of institutional support for their health and well-being via survey administered every academic year</p> <p>25% of all faculties will organize annual seminars on developing strategies for creating a stronger sense of community among staff and students</p>	<p>Social distance between staff and students</p> <p>No functioning psychological clinics and counseling centres on campus due to personnel and funding issues</p> <p>No records of regular seminars/workshops for University community on psychological health</p> <p>Faculty appreciation and buy-in</p> <p>Unavailability of resources (specifically, time)</p>
	Improve the overall capacity of junior members of faculty	Adopt mandatory mentoring systems in which graduate assistants and those below the	2013 6 2018	Senior faculty members	All faculties will set up a mentoring committee that will develop a framework for supporting new staff by	Commitment of the University Administration and Faculty Deans

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		of Lecturer 1 are directly to professors or senior lecturers in their areas of specialization.			October 2013 25% of all new/junior academic staff will be assigned to senior colleagues of their choice as mentors within a faculty developed framework by 2014 25% of all new faculty using the 2010 personnel data as baseline will go through a mandatory 40-hour orientation focused on policies, rules and ethics of the university by June 2014 All new staff from 2014 will, as part of the completion of the hiring process, go through mandatory orientation University 2014 Calendar and henceforth will include dates of new staff orientation to ensure awareness and compliance	Lack of appreciation of the essence of mentoring in creating a quality academic environment No institutional policy mandating all new staff to attend a minimum of 40 hours mentoring programme at the institutional and faculty levels Lack of monitoring capacity
	Improve the ranking of the University nationally and globally	Establish a system for yearly faculty ranking using such indicators as number of publications in international and impact factor journals,	2013 - 2014	University Administratio n/Academic Planning Unit	All departments will create a link on their website and other conventional methods identifying faculty publications in impact factor	Commitment of the DAP, faculty Deans and University Administration

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		<p>er of conferences held, ratio of external to Nigerian students in the faculty, number of PhDs produced annually, etc.</p> <p>Require the academic planning responsibilities to include bi-annual presentations of faculty/departmental staff publications in international and impact factor journals.</p>		<p>University Administration/Academic Planning Unit</p>	<p>journals, list of conferences attended by faculty with synopsis of research value (local and international) by 2014</p> <p>All Faculties will do same by 2015</p> <p>Each department will develop a framework for ranking of staff based on number of publications, research output, mentoring role, and conferences attended or organized by Dec. 2013</p>	<p>Existence of reliable information and reports</p>
3.Achieve Faculty Diversity and Excellence;	<p>Significantly increase the diversity of faculty through new recruitment and enhanced retention efforts</p>	<p>Develop specific goals for gender, racial, ethnic diversity and scholarship thrust of staff in all units that take account of both the pool of available candidates (pipeline) and the importance of a competent critical mass within units or fields.</p> <p>Expand the pools of recruitment by broadly defining faculty positions, wherever possible.</p> <p>Ensure that academic units give</p>	2013 - 2017	<p>University Administration</p> <p>University Administration</p>	<p>Broadened system of recruitment which transcend geographical and social boundaries in existence</p> <p>10% yearly improvement in gender balance in recruitment</p> <p>5% annual increase in international exposure and training of internally-produced graduates.</p> <p>5% yearly improvement in</p>	<p>Commitment of the Personnel Controller, Deans of Faculty and the Vice Chancellor</p> <p>Availability of external graduates in key areas</p> <p>Knowledge of best practices in recruitment</p>

		<p>appropriate attention to diversity throughout the recruitment process.</p> <p>Establish in each academic unit an efficient mechanism for monitoring progress in the search and retention of staff (e.g. by assigning this task to an individual or committee) based on accepted best practices.</p> <p>Take more pro-active and expeditious measures to reduce the departure of high-quality staff who contribute to the diversity of the university community.</p>		<p>University Administration</p> <p>University Administration</p>	<p>ethnic balance in recruitment.</p> <p>5% yearly increase in the retention of diverse high quality staff</p>	<p>Competitiveness of the University in terms of incentives with comparable public institutions in Africa</p>
	<p>Develop and implement policies to retain highly-valued staff</p>	<p>Take steps to engage and retain highly valued staff by ensuring that they have strong support and a conducive environment for their research, teaching and public engagement.</p> <p>Establish aggressive measures to retain first class graduates, high quality PhD researchers and graduates as well as early-to mid-career staff who are rising stars or highly promising or accomplished for their career stage.</p>	<p>2013 ó 2016</p>	<p>University Administration</p>	<p>Adopt a policy for retention of highly valued staff by 2014</p> <p>Periodic University research support/award to outstanding staff (already in existence).</p>	<p>Support and commitment of the Administration</p> <p>Inadequate mechanisms and measures to address the peculiar career needs of rising stars/accomplished staff</p>

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	<p>mechanisms or policies for rewarding outstanding staff and for continually assessing staff performance as scholars and teachers</p>	<p>Establish a Vice-Chancellor's for providing special tary rewards for exceptional academic accomplishments.</p> <p>Develop appropriate instruments for the assessment of outstanding teachers.</p> <p>Assess whether there is sufficient merit differentiation in recognition within academic units to reward staff who already are/are likely to become leaders in their fields.</p> <p>Institute a mechanism to nominate candidates every year for institutional prizes, awards, and paid membership in distinguished societies.</p> <p>Institute faculty of the year award and give special recognition to and publicize staff who receive distinguished academic awards and honors from their peers.</p>	2013 - 2016	<p>University Administration</p> <p>University Administration</p>	<p>Existence of VC's fund for academic excellence and research</p> <p>Create annual awards for outstanding teachers</p>	<p>Commitment of the Vice Chancellor and funding constraints</p> <p>Commitment of staff and departmental leader</p> <p>Subjectivity in the assessment of outstanding teachers</p> <p>Availability of funding</p>
	<p>Create and sustain a culture that supports teaching excellence in all academic units</p>	<p>Establish a robust form of assessment of teaching in all academic units that generate full information, including some type of student feedback and peer assessment, and providing feedback to teachers</p>	2013 ó 2015	<p>Faculty/University Administration</p>	<p>Documented feedback system established in faculties by 2014</p>	<p>Commitment of the Administration, Deans and funding limitations</p> <p>Availability of funding</p>

		enable them to improve teaching continually.			
		Strengthen institutional resources for instructional support, through integrated efforts that involve both central and faculty-based activities, so that members of faculties would have access to new pedagogies and best practices.		Faculty/University Administration	Records of regular workshop/refresher courses on curriculum and pedagogy for staff by 2015
		Establish a Centre for Scholarship, Teaching and Learning (STL) where all new staff will be trained to use innovative pedagogical strategies for increasing learning outcomes in their classrooms.		Faculty/University Administration	Existence of STL with a Director and support staff
		Ensure that academic leaders stress the importance of teaching and action research, and that they hold programmes and individual staff responsible for demonstrating teaching effectiveness (e.g. rewarding excellent teaching).		Faculty/University Administration	Existence of reliable information on teaching techniques and effectiveness across disciplines
		Ensure that senior faculty members with teaching appointments remain actively involved in and committed to teaching and mentoring students over their careers at the University of Nigeria.	Sept. 2014	Faculty/University Administration	Quarterly chart of performance of senior academic staff members by 2014
					Commitment of senior staff to teaching assignments

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	Adopt best practices in staff recruitment, which is both wide and extensive	Establish limits on the intake of internal graduates by the university i.e. establish a ratio between internally-produced and externally-produced graduate recruitment in all faculties in order to encourage recruitment of quality external graduates and achieve diversity.	2013 6 2017	Faculty/University Administration	Gender ratio for recruitment in all faculties in place Records of job openings advertised online and in popular national media by 2014	Commitment of the Controller of Personnel Services and the VC Availability of fund subject to budgetary provisions
		Establish gender ratio in recruitment at the faculty level. Ensure that job openings are extensively advertised and incentives provided to enable external applicants participate in the interview, at a minimum pay hotel and transport expenses		Faculty/University Administration		
		Departments/faculties to initiate and articulate areas of personnel needs or gaps. Encourage departments to play active roles in new staff selection i.e. departments can do the initial short listing of candidates and make effective/evidence-based recommendations on recruitment.	2013 -2016	Faculty Administration/Departments	Systematized and functioning department input process in staff recruitment in existence	University Administration's commitment and Personnel Commitment of faculties/departments to play effective roles in staff recruitment

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	Increase opportunities for continuous improvement of faculty members	<p>Establish a revolving fund for conference participation by staff.</p> <p>Make the hosting of an international conference biennially mandatory for all faculties.</p> <p>Establish a standing committee charged with ensuring quality of such conferences and provides logistic support to the faculties towards hosting conferences.</p> <p>Establish and support quarterly seminar series for all faculties.</p>	2013- 2018	<p>University Administration</p> <p>University Administration</p> <p>University Administration</p> <p>University Administration</p>	<p>Existence of conference participation fund</p> <p>Policy establishing a standing committee on faculty conference and logistic support developed by Sept. 2014</p> <p>Record of quarterly seminars by Faculties maintained by Sept. 2014</p>	<p>Commitment of University Administration</p> <p>Availability of funding</p> <p>Commitment of faculty deans</p> <p>Support of the Senate of the University</p> <p>Existence of reliable monitoring mechanisms to ensure compliance</p>
4.Maximise Impact on Society and Economy;	Construct a road-map of the University's vision for its public engagement	<p>Build up a broad and clear explanation of the university vision and mission that are targeted at local, regional, national and global communities.</p> <p>Integrate programmes and activities that share similarities despite their areas of operations through linkages and networks.</p> <p>Increase use of university press, Lion FM Radio, electronic</p>	2013 - 2018	<p>Public Relations Unit/International Office</p> <p>International Office</p> <p>Print and</p>	<p>Annual community engagement by Oct. 2013</p> <p>Outreach and enlightenment, targeting communities by Oct. 2013</p> <p>At least 10% increase in the number of adverts and publicity.</p>	<p>Commitment and stability of the University Administration</p> <p>Availability of funding</p> <p>Paucity of platforms for engaging the</p>

		to advertise and market University achievements to the public.		electronic media		communities
		Engage in enlightenment, extension and outreach programmes where the University of Nigeria, can give free professional service, such as public lectures, healthcare services, cultural services, teaching practice in schools, etc.		Staff/Students	10% increase in public lectures and extension services	Commitment of staff/units in such areas as healthcare, education and the humanities
	Create a healthy and secure environment that is conducive to students, staff and visitors	Build and sustain effective security measures on campus and its immediate environs by exploring community policing which involves communities around the university. Develop and involve staff, students and neighbouring communities in the hygiene and sanitation schemes of the University and her environmental programmes.	2013 ó 2018	Staff and Students Staff and Students	Existence of annual community hygiene week by Dec. 2013 Create support system for community policing by Dec 2013 Use the United Nations Day for Health and Sanitation as a platform for combined University and community awareness campaign	Commitment of the security department and the Administration Acceptability of initiatives by communities

Click Here to upgrade to Unlimited Pages and Expanded Features			Organize public lectures and cultural classes for schools and institutions around the university environment.	2013- 2018	Staff and Students	Number of school outreach programmes established by 2014.	Commitment of the Administration and funding constraints
	Partner with secondary schools, colleges of education and other higher institutions around the university to increase students' success in entrance examinations into the university.	Encourage excursions and trips of such schools to exciting places (Laboratories, Library, museum, printing press, etc.) in the university to foster greater public interest and appreciation of the University accomplishments.		Staff and Students		Established annual motivational lecture day for secondary schools	Willingness and commitment of academic units
	Develop, monitor and evaluate all outreach programmes of the University	Identify all outreach programmes of the University. Create websites for all the University's outreach programmes. Establish a system for regular monitoring and evaluation of all outreach programmes to make sure that their activities are aligned with that of the University.	2013 - 2018	Staff and Students ICT Staff Staff	Yearly Directory of outreach programmes in place by Dec 2014 Outreach programmes website in existence by Dec 2014		Commitment of the relevant faculties and support of the Administration Availability of funding Commitment of units involved in outreach programmes
	Increase modes of interaction between the University and its	Organize regular public education lectures, such as University Founders Day, to	2013 - 2018	Staff	Number of visible University presence in these communities by Dec 2014		Willingness and commitment of the Administration

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in sessions covering latest
, success stories, trends,
developments in the areas
of the university-community
relations.

Establish physical facilities
such as medical clinics,
extramural study centres etc., in
these communities.

Involve skilled staff and
students in community
development, e.g. use of
medical students in
enlightenment programmes and
in patient advisory services.

The University should build
and develop stronger
intellectual leadership roles by
organizing seminars,
conferences, workshops to
address the social and
economic problems of the
nation.

Consult with and develop
effective collaboration with
partner organizations in
business, government, non-
governmental organizations,
etc. to help inform and support
the university's vision.

		professionally and in other meaningful endeavours.		ICT/Staff	Interactive alumni webpage on the University's website	the support of the University Administration
		Create a vibrant link on the University website where communication between the University and alumni is established.			Strengthening the alumni liaison offices	Access to reliable alumni database
		Increase involvement of the alumni in the University's activities		Alumni	Increase networking of Alumni and Alumnae	Reliable alumni website and web managers
		Strengthen the alumni liaison office on campus to coordinate alumni activities geared towards institutional advancement.		Staff		
	Expand and use the assets of the University in local and regional economic development activities	Develop tools to expand University-community economic partnership and shared understanding to advance productivity within the university and economic integration within the region.	2013 - 2018	Staff	Establishment of University Patent Committee by Dec 2013	Commitment of the Administration and the consultancy unit
		Generate income from knowledge and invest in the University and its communities.		Staff	Strengthen university consultancy unit with documented activities	Availability of funding
		Promote the commercialization of research outputs to the benefit of the communities.			Consultancy unit website	
		Strengthen and encourage		Staff		

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		mic units to engage in preneurial activities, ledge resource development and capacity building in order to improve the University's economy and the quality of life in the communities around.		Staff		
		Strengthen outreach programmes aimed at University's economy and finances.				
5.Maximise National Relevance and Global Competitiveness as a University	Institutionalize a culture of excellence in the University of Nigeria	Organization of biennial international conferences with local and foreign participants by faculties.	2013 ó 2018	Staff, Websites, international collaboration	Average of one international conference per Faculty by 2015 20% increase in foreign participants in international conferences by 2015	Commitment of faculty deans and support of the University Administration
		Regularization of faculty colloquia by specifying dates for the colloquia during each semester and rotating the dates around the departments.	2014	Staff, Faculty weblinks	Faculty colloquia dates enshrined in the University calendar by 2014 At least 80% increase in number of online faculty/departmental journals by 2015	Willingness and support of key academic staff Availability of funding
		Organization of orientation and training programmes for new and junior academic staff, at specified times in the year.	2014	Staff	Mandatory biannual orientation programme for new staff by 2014. Mandatory annual training programme for staff by 2014.	Regular maintenance of database on fellowships and grants

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		Deans and heads of departments should create database for fellowships and grants by Faculties which should be readily available to staff		Deans and heads of departments	Existence of accessible and comprehensive database on fellowships and grants in the various faculties by 2014 Increase in number of research grants and fellowships won by faculty	
		Deans and Heads of Departments should present mandatory annual reports.		Deans and heads of departments	Number of Annual Reports submitted to Academic Planning Unit by 2014	
		Assess teaching input of lecturers by departments for improvement of pedagogy		Deans and Heads of Departments/ Staff	Development and application of instruments of assessing teaching input of staff by departments by 2014 Yearly teaching assessment reports.	
		Establish a professional ethics monitoring committee composed of reputable and honourable senior academics at University and faculty levels	2015	Staff	Annual Reports of Faculty and University ethics committee by 2015	
		Periodic review of the procedure and criteria for assessment for promotion in line with the goals of excellence in research and teaching.	2013-2018	University Administration	Number of approved reviews of by Senate and Council	
		Faculties, departments and administrative units should be		Deans and Heads of	Development of work-plans by Departments, Faculties and	

		ed to have their own / academic work plan in with the Strategic Plan of the university		Departments	administrative units	
6.Engender Vocational Orientation to Education	Develop vocational orientation, work culture, values, attitudes, and aptitudes of students of the University of Nigeria for productive post-graduation life	Reinforce vocational and skill content of courses offered in the University Enlarge the industrial/professional linkage programmes to encompass more disciplines than the traditional ones	2013 ó 2018	Faculty/Senat e Committees	5% increase in vocational contents of curriculum by 2015 At 2% increase in number of disciplines requiring industrial attachment within the first three years At least 20% of University programmes should be linked with industries by 2015	Support and leadership of the Administration and faculty deans Cooperation of industry operators.
	Develop relevant Entrepreneurial competencies and skills of students of the University towards self-reliance	Make vocational, leadership and entrepreneurial education part of the general studies programme of the university; extend general studies education throughout the students' years in the University	2013 ó 2015	Faculty/Senat e Committees	Curriculum showing new courses on vocational, leadership and entrepreneurial education in the general studies programme. General studies programmes on leadership, creativity and enterprise introduced by 2014. 10% increase in vocational and industry oriented specializations at the post	Attitude to innovation and change. Attitude to innovation and change.

		Encourage the emergence of new vocational and industry oriented specializations at the postgraduate level in the next five years			graduate level by 2015	
	Develop vocational competencies, creative thinking, problem solving orientation to social and economic problems of the country by graduates of the University	<p>Integrate creative thinking approach to all courses by 2014.</p> <p>Include industry visits and simulation exercises as part of course content in courses amenable to industrial linkage</p>	2013 - 2018	<p>Staff/Academic Planning</p> <p>Staff/Academic Planning</p>	<p>20% of lecturers applying creative thinking in delivering lectures based on feedbacks by 2015</p> <p>Reports on simulation and industrial visits as components of all courses requiring industrial linkage.</p>	<p>Attitude to innovation and change.</p> <p>Cooperation of industry and attitude of University staff.</p>