



University of Nigeria, Nsukka

Strategic Academic Plan

2013---2018



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This Academic Strategic Plan for the period, 2012-2017, has been developed to address various challenges that the institution has faced over the years as well as position it to face emerging trends in tertiary education delivery. This plan is the collective vision of the leaders and staff of the University of Nigeria Nsukka. It responds to the increasing demand for high quality higher education services and graduates in Nigeria. It also seeks to position the academic processes in the University strategically to shoulder the responsibilities vested upon it by its establishing law and vision of the founding fathers. The plan also responds to the rising expectations of the University stakeholders and the increasing challenges posed by such phenomena as globalization, cross-border provision of higher education services, quality research output (especially around trans-disciplinary research) and the realities of the present knowledge and information driven society. As a result, the academic strategic plan can be characterized thus:

- A. A structured, informed and participative tool that generates decisions and actions that critically position the university to work together at the institutional, faculty, departmental and program levels to attain a desired state;
- B. A tool which describes and prescribes the actions and goals to guide the university in achieving its mission within a pre-determined time frame. In this sense, it becomes a mechanism for empowering change, responding to environmental needs and facing future challenges;

a foundation or base for planning at every other level

as comprehensive and encapsulates the core values,

goals and strategic issues confronting the diverse universe of the University;

D. A mechanism which intentionally focuses on presenting best practices (within our context) that influence the success and accomplishment of the mission of the university and in the process provides blueprint or framework for actions that ensure long term academic success;

E. A tool anchored on the realization that its intended outcomes will be strengthened when the diverse stakeholders in the university engage in active dialogue which promotes ownership of the plan by all.

Given the foregoing, this plan is a product of intensive and thorough consultations within the various academic and administrative departments, centres and other institutions of the University. It has benefited immensely from the invaluable, committed and informed contributions of various members of the University community who selflessly shared their knowledge and skills throughout this important assignment. There is no gainsaying the fact that without the stewardship, vision, commitment and dedication of the top leaders of the University, the completion of the Plan in its current form would have been impossible. On behalf of the entire University community, I would like to thank all who took part in the preparation of the Plan and to extend a special word of appreciation to the Strategic Committee members. I also thank the Deans of Faculties, Directors of Centres and Heads of Department for their support in this important process.

Prof. Bartho. N. Okolo  
Vice - Chancellor

The plan embodied here is the outcome of intense interaction, exchange and dialogue amongst the members of the Strategic Plan Committee and between this committee and the University's academic/non-academic leaders and stakeholders. The Plan was guided by five broad questions which sought to locate the University in both socio-environmental relevance and the global community of higher education providers. These questions are: How do we see ourselves as a University?, Where are we as a University?, Where do we want to go in line with emerging local and global trends for scholarship, research, teaching and learning?, How can we get there and be known for academic and administrative excellence?, What key performance indicators will be used to assess the achievement of our goals?

On the basis of these questions, six overarching goals on which the development, growth and impact of the University would be anchored in the next five years were derived. These goals are: achieve faculty diversity and excellence; achieve academic/teaching excellence; achieve excellence in research, scholarship and creativity; maximize impact on society and economy; maximize national relevance and global competitiveness as well as engender vocational orientation to education.

In order to consummate these goals and achieve proper strategization for success, they were broken down into a good number of objectives and actions to drive decisions, policies and programmes in the University. Some of the key objectives include: increase the size and quality of faculty in all disciplines with priority in strategically important academic areas; sustain national and international visibility of the university in order to attract diverse students and faculty; initiate the mandatory review of curriculum for all departments at least once every five years; strengthen the capacity of postgraduate and

and educate a diverse body of the very best students;

of international opportunities and experiences for

students; improve the ranking of the university nationally and globally; increase significantly the diversity of faculty through new recruitment and enhanced retention efforts; develop and implement policies to retain highly valued faculty; construct a road map of the university's vision for its public engagement; institutionalize a culture of excellence in the University of Nigeria, etc.

Each of these objectives was equally broken down into actions or units of engagement and activity which ensures that both the goals and objectives are not mere wishes but strategic guidelines for directing action and programme delivery in the University. It goes without saying that quite a lot of work has gone into the plan and it is hoped that it fulfills the overriding aspiration to reposition the University as a global leader in higher education delivery and cutting edge research and scholarship.

## **GENERAL BACKGROUND**

The University management is committed to fulfilling the vision of the founding fathers by designing an academic strategic plan that will guide the actualization of its mission. The University of Nigeria was established by the Government of Eastern Nigeria pursuant to the University of Nigeria Act(Cap. 127) Laws of Eastern Nigeria, 1963, as the first indigenous university of Nigeria. It was taken over by the Federal Government of Nigeria in April 1973. The University produced the first graduates ever to be awarded a

1963. The total number of students that graduated in

The student population which stood at 250 at its inception in 1960 increased to 905 by the 1961/1962 session. In terms of total enrollment, while the student population at the commencement of the University in 1960 was 250, by 1961/1962 academic year the number increased to 905 with the introduction of new courses including engineering, journalism, fine arts and home economics, agriculture, languages, and physical education. By its third year of inception, the student population had increased to 1248 with 27 departments and about 160 lecturers. In spite of the interruption of the civil war, the number of students rose to 9,900 in 1980/81 session. By 1980 the total graduate output of the university was about 14,000. By 2010/2011 academic year, the University produced about 124, 000 graduates in different fields of learning who have contributed immensely in shaping the economic, political, and technological feature of Nigeria and beyond. The current student enrollment (undergraduate and graduate students) of the university is 30, 287 in 15 faculties, 106 departments, 10 centres and 3 institutes. Currently, the University of Nigeria operates a 4-campus structure. These are located in Nsukka (main Campus), Enugu, Ituku-Ozala, and Aba.

The University of Nigeria in this new knowledge based era is faced with profound challenges such as:

1. Globalization characterized by such trends as liberalization, massification of education, cross-border provision of education services and rapidly changing role of ICT as the prime mover of knowledge creation, knowledge transfer, dissemination and utilization;

gerial reforms in tertiary education that put more  
ments and the investment value of education;

3. Quality and relevance of programmes as core tools of competition, efficiency and accountability, and engendering human development especially from the African perspective;
4. The rising demand for higher education services as a result of massive population growth which has impacted severely on the adequacy of facilities and resources;
5. An emerging need to pursue exciting new paths of inquiry and discovery, while also sustaining excellence in every discipline offered in the university;
6. The need to strengthen research capacity and scholarship as a means of enhancing quality and relevance of programmes offered;
7. The changing modalities of financing higher education especially the growing importance of private sector involvement in education funding;
8. A highly competitive labour market occasioned by economic recession which has made the need to train, retain, motivate and integrate innovative practices across all processes and functions inevitable in a knowledge based era;
9. The need to increase community service and engagement across all areas of the University, while also maintaining the University's standards and core values.



## ING VISION

In 2012, the Vice Chancellor, Prof. Bartho. Okolo formed an Academic Strategic committee consisting of the Deputy Vice Chancellor (Academic) serving as Chair and 19 faculty members drawn from various disciplines in the University. His intent was to create a faculty driven planning process that reflects the emerging key needs of our University community. This Academic Strategic Planning team stood at the centre of the planning process, and all ideas and inputs from other academic leaders were structured to go through this team. The task was to develop broad targets, directions and priorities for the University over the next five years. The academic strategic plan is expected to serve as a general framework or guide for decisions about the academic goals of the university.

Therefore, the academic strategic effort was organized around five questions that helped committee members think through every stage of the plan:

1. How do we see ourselves as a university?

in line with emerging local and global trends for scholarship, research, teaching and learning?

4. How can we get there and be known for excellence?
5. What key performance indicators will be used to assess the achievement of our goals?

The first question suggests the need to identify the essential qualities of the University of Nigeria Nsukka, especially in line with its motto, "To Restore the Dignity of Man." The second question follows logically from the first in the sense that having ascertained how we perceive the University, the next step is to identify where the University is located in terms of its essential qualities. The third question refers to goals and objectives towards which the University of Nigeria should work over the next five years. The plan uses the term objectives to refer to the specific goals or directions that will

The fourth question on the other hand refers to the directions. In other words, the objectives must be conceived further in actionable terms and should not be confused with wishful thinking. Finally, in response to the last question, the plan proposes an institutional level framework for assessing progress towards the achievement of the objectives identified in the plan, recognizing that the key performance indicators need to be developed further at the implementation stage in different centres, institutes, colleges, faculties and departments.

The academic strategic plan is a dynamic document that will change over time in response to emerging local and global issues that affect the achievement of current goals. Hence, it offers a common framework and flexible guide to decision makers across the university and as such, its intent is to foster greater coherence, coordination, and unity across the university. In addition, the academic strategic plan is designed to be adaptable enough to leave significant room for individual academic units to creatively pursue academic excellence in ways deemed important to them.

The SWOT analysis captured here emanated from a due and thorough scanning of the immediate and wide environments of the university and its task challenges over time. It envisions that the overriding purpose of the university is to raise the performance level of its students and improve their capacity to function effectively in an ever-increasingly complex and dynamic world. The university was established as a land grant institution since the initial drive and push for its establishment resulted from the desire of the independence era leaders to make the enormous resources then derived from palm oil impact on human development and growth in the Eastern region.

The academic strengths of the university are grounded on its rich and varied experience in tertiary education delivery in Nigeria for over five decades now. This has enabled the building of enormous institutional capacity that has given its programmes massive national and international recognition as well as the emergence of academic departments that have attained recognition as national leaders in their areas of endeavour.

However, the growth of the University and its ability to confront future challenges are negatively affected by the predictable problems of budgetary limitations, inadequate physical structures arising partly from the destruction wrought on the University by the thirty- month civil war and often glaring affective orientation to academic leadership and staff recruitment. In spite of these weaknesses, the University has opportunities to explore, the massive political commitment of the various state governments in the East of Nigeria to the University which is still considered a bastion of solidarity and intellectual reservoir of the region; an ever burgeoning and vibrant private sector presence especially in the Onitsha/Nnewi and Aba commercial clusters that provide opportunities for collaboration and support; and increasing commitment of the federal government to



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the University faces threats to its viability resulting from insufficiency in diversity of staff in all respects; irregular revision of curriculum and pedagogy which poses the threat of reducing the relevance of programs offered to industry; and declining international recognition of staff and graduates of the university.

## UNIVERSITY OF NIGERIA

At its core, the Strategic Plan must reflect and further the values that make the University of Nigeria the first, great and unique university in the country. These values which embody the essence of the University include:

1. *The integration and synergy of education and research in all major areas of focus:* The University is committed to provide education in which critical inquiry, analysis, and discovery are integral to course work;
2. *Increased breadth and quality of academic program:* The rich composition of courses in the University including the general studies programme provides the ambience that encourages creative thought and insight through the exposure of the students to the confluence of different perspectives and paradigms;
3. *A passion for inquiry and discovery in all major areas:* The University is cognizant of the fact that research provides the energy that drives the modern research university. Hence, the University of Nigeria must provide a research environment that optimizes creativity and productivity, and supports vibrant and cutting edge research, that is beneficial to humanity;
4. *A synergy of core academic and professional programmes:* The University believes that its postgraduate education should be built on a strong academic foundation. In addition, its professional programmes should reflect an understanding that academic and professional disciplines are both significantly enriched by the insights they gain through interaction and collaborations;
5. *A beneficial partnership of students, faculty and staff:* The University recognizes that the contributions of each of these groups are both essential and

believes that no group can excel without the support of  
adequate resources for the University as a whole to

succeed;

6. *The overriding primacy of community service:* In spite of the growing pressure to focus on attracting private funding and on meeting national developmental needs, the University recognizes that its core purpose is to serve and benefit its immediate community through the creation, dissemination, and application of knowledge especially in such important areas as agriculture and medical services;
7. *Culture of Excellence in every Endeavour:* The University should ensure that each component of its academic endeavour - curriculum design, teaching, research, scholarship and service, continues to maintain high standards of excellence. This requires us to recruit and retain the best people and to provide the resources with which they can excel in diverse fields and disciplines.

In order to reflect the above values, the Strategic Plan takes into consideration the millennial changes of the 21<sup>st</sup> century. There is no doubt that people are living in a period of major transformation nowadays and these changes have impacted to a large extent on the current curricular structure and expectation of our University. The implication of these changes for the university is that today unlike any other time in our history, there is a high population of educated citizenry who can assimilate and assess a vast array of complex information and therefore contribute to the decisions made in the University. In addition, the University has the obligation to provide students with sufficient general knowledge of

them adapt, engage and excel in their chosen careers.

Expected of our students include: knowledge of their disciplines, critical thinking, communication skills, scientific reasoning, self-directed learning, spirit of enquiry, information literacy and engagement in the process of discovery or creation.

## **The Vision of the University of Nigeria**

To create a functional, globally competitive and research focused University of Nigeria which is not just an ivory tower but responsive to the needs of the society while delivering world class education and knowledge

## **The Mission of the University of Nigeria**

The Mission of the University of Nigeria is captured in the following statement:

To Place the University of Nigeria in the forefront of research and development, innovation, knowledge transfer and human resource development in the global academic terrain, while promoting the core values which will ensure the restoration of the dignity of man

## **The Motto of the University of Nigeria**

The motto of the University is tersely summarized in the following inspiring

words: To Restore the Dignity of Man

This motto at once summarizes the mission and vision of the University as well as sets forth the University's core values.



## **The Core Values of the University of Nigeria**

- ◆ Integrity, Accountability and Transparency: These entail that the interest of the university will be placed above all other considerations. Thus our decisions at all times will be guided by deep sense of honesty, truth, equity and justice. The highest standard of ethical and moral values will be exhibited and encouraged. All actions will be in compliance with the rules of the University and the laws of the Nigeria.
- ◆ Respect: To recognize and respect the diverse nature of the university community in the discharge of our duties. Included in this is the resolve to treat everyone fairly and justly, regardless of religion, gender or geographical origin.
- ◆ Meritocracy: To enthrone practices and decision making machineries which are anchored squarely on merit. This entails eschewing all forms of favouritism, while ensuring that the rewards, promotions and appointments of students/staff as well as the assessments of students are based on merit.
- ◆ Academic Freedom: The University supports the ethical and responsible promotion of academic freedom in all its ramifications. It would recognize and promote the essential role of the university in the advancement of knowledge and improvement of human societies in line with the University's philosophy, to seek truth, to teach truth and to preserve truth.

University positions itself as the seedbed of

innovative thinking and creativity. It thus encourages new perspectives and approaches to issues.

- ◆ **Team Work:** The University would promote a new attitude to work and study in which people collaborate freely, while providing essential mentorship to younger colleagues. Thus, it would encourage students and staff to share credits for success and accept blame for shortcomings. In other words, it would promote a culture where students and staff do not place personal objectives over group objectives.

- ◆ **Open Mindedness:** The University would encourage the expression of viewpoints that contribute to improvements and intellectual pursuits.

- ◆ **Social Responsibility:** It would encourage community services and activities focused at preserving the natural and cultural environment.

## ACADEMIC STRATEGIC PLAN

### Overview:

The academic strategic plan treats the University of Nigeria as a single entity that combines core values and expectations of the founding fathers with the finest attributes of a quality university with a deep commitment to public service, stemming from its history as a land grant institution. The academic strength of the University of Nigeria is grounded in a wide range of outstanding institutes, centres, colleges and faculties, each of which at some point achieved academic excellence and a position of distinction in Nigeria and the African sub-region. It is the intention of the institutional leadership to ensure that these academic accomplishments become a continued aspect of the institutional brand. Therefore, the institution through the academic strategic plan will show that the whole is greater than the sum of all the parts and hence more important in achieving the mission of the institution. Therefore the plan proposes a holistic orientation in setting goals and actions that cut across and transcends the boundaries of its various academic and administrative units. It is premised on the expectation that the University can take advantage of its distributed strengths while reinforcing those strengths and engendering the bottom-up growth of innovation and creativity in its approach to scholarship, research, teaching and learning, especially in curriculum design, pedagogy, programmes implementation and evaluation of academic processes.

It goes without saying that the Academic Strategic Plan process takes into consideration the challenges and opportunities in the immediate and wide environment of the University. Given this realization, overriding focus was placed on reinforcing institutional capacity through charting a strategic direction that encourages accountability

em mobilize stakeholders in the implementation and  
setting a broad agenda for transformation within the

period covered by the plan.

### **Overarching Goals:**

The University of Nigeria has broad overarching goals that are not time bound, reflecting an understanding that flexibility is important in meeting set targets and expectation of academic excellence. In recognition of the above, the University developed a set of umbrella goals, based on the informed consensus that these overarching goals will guide the plan development and implementation process. These goals are:

1. Achieve Diversity and Academic/Teaching Excellence
2. Achieve World Recognition in Research, Scholarship and Creativity;
3. Achieve Faculty Diversity and Excellence;
4. Maximise Impact on Society and Economy;
5. Maximise National Relevance and Global Competitiveness as a University
6. Engender Vocational Orientation to Education.

These six overarching goals were conceived as representing the general areas within which this plan develops objectives (ends) and actions (means to achieve them). These goals while embodying the aspirations of the University in the next five years are equally similar to those of other universities in developing and developed countries. However, the action components of this plan reflect our peculiar context without ignoring international best practices for measuring academic excellence.

## GOALS AND ACTIONS

### **Goal 1: Achieve diversity and academic/teaching excellence**

**Rationale:** The University of Nigeria is a national leader and pace setter in the education of different generations of Nigerians in diverse fields and vocations. However, diversity is a high priority in the next five years and is especially cogent to the need to improve the global visibility of the University and match the discernible increasing student diversity with faculty diversity as well as the need to sustain innovation, distinctiveness and quality in programmes and knowledge transfer.

#### **1.1 Increase the size and quality of faculty in all disciplines with priority in strategically important academic areas**

- 1.1.1 Emphasize a general recruitment strategy of *building from the bottom* (especially recruiting first class graduates, new PhDs and ðemerging starsö) over the next five years.
- 1.1.2 Increase regular, systematic and transparent mechanisms for re-allocating faculty positions across related academic units in order to strengthen select areas.
- 1.1.3 Increase funding for new faculty positions especially in innovative and market driven areas and making it a priority for capital campaign.

#### **1.2 Sustain national and international visibility of the University in order to attract diverse students and Staff**

- 1.2.1 Establish online classes for local and international students
- 1.2.2 Improve academic staff welfare along the lines of what obtains in leading public universities in Africa.
- 1.2.3 Expose the University and its students to national and international competition.

#### **1.3 Initiate systematic and mandatory review of curriculum and pedagogy for all departments at least once every five years**

committees at both departmental, faculty and senate levels.

- 1.3.2 Ensure that curriculum review meets key disciplinary and industry needs.
- 1.3.3 Ensure that curriculum review processes are aligned to institutional or Nigerian Universities Commission timeline.

#### **1.4 Strengthen efforts to attract and educate an excellent and diverse body of undergraduate students**

- 1.4.1 Maintain the standards of the Post-Unified Tertiary Matriculation Examination (post UTME) screening and ensure that merit admissions become increasingly relevant in admission criteria.
- 1.4.2 Develop targets and plans to enhance diversity and support mechanisms to facilitate and promote academic excellence.
- 1.4.3 Continually update the University's website to highlight the special opportunities that students have at the University to work closely with faculty as well as the wide variety of courses and programmes available.
- 1.4.4 Emphasize the capacity of the University to provide opportunities for undergraduate and postgraduate research both in Nigeria and abroad.
- 1.4.5 Expand institutional mechanisms to involve undergraduates in research with staff and encourage staff to actively involve undergraduates in their research projects.

#### **1.5 Strengthen the capacity of postgraduate and professional programmes to recruit and educate a diverse body of the very best students**

- 1.5.1 Establish competitive scholarship benefits for postgraduate students.
- 1.5.2 Create fellowships programmes for PhD students especially in high priority disciplines particularly where fellowships are essential in maintaining competitiveness.
- 1.5.3 Develop a stronger and more organized web presentation on graduate education at the University of Nigeria.
- 1.5.4 Establish institutional mechanisms for supporting the development of postgraduate students as teachers, including the possibility of seed funds to promote development and preparation.

programmes especially where labour market opportunities and strengths of the University programmes.

1.5.6 Develop mechanisms at the institutional level for assessing the quality and impact of professional Master's programmes.

## **1.6 Improve postgraduate enrolment towards meeting the 60/40 percent ratio in postgraduate and undergraduate intake in the university**

1.6.1 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.

1.6.2 Aggressively publicize the key programmes of the school online and in the Times Higher Education Supplement and key journals.

1.6.3 Expand the number of programmes offered by introducing specializations that are consistent with the needs of industry.

## **Goal 2: Achieve world recognition in research, scholarship and creativity**

**Rationale:** While the University of Nigeria remains without doubt a national leader in the provision of tertiary education, its global recognition has not kept pace. Thus, there is need to reposition the University not only as a national leader but equally as a renowned institution in the continental and global arenas through excellence in research, scholarship and creativity.

### **2.1. Strengthen the educational impact of international opportunities and experiences for students**

2.1.1 Expand non-credit opportunities such as international internships, global service learning and work experiences with important educational components.

2.1.2 Introduce web based courses in collaboration with other accredited institutions and programmes to increase postgraduate students global perspectives to curriculum.

ent international adjunct staff to provide instruction for ly in high priority areas.

- 2.1.4 Improve the local knowledge content of curriculum in order to engage critically with local issues and create innovative solutions to local problems.

## **2.2. Promote the health and well-being of all classes of students as a foundation for academics and success in life generally**

- 2.2.1 Promote a campus-wide culture that encourages requests for counseling and psychological help among students.
- 2.2.2 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.
- 2.2.3 Ensure that staff as teachers and advisers recognize the importance of health and social well-being for learning and success in life.
- 2.2.4 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.
- 2.2.5 Develop new ways to foster closer ties between staff and students and a stronger sense of community among students within and outside their class environments.

## **2.3 Improve the overall capacity of junior members of faculty**

- 2.3.1 Adopt mandatory mentoring systems in which graduate assistants and those below the rank of Lecturer 1 are directly linked to professors or senior lecturers in their areas of specialization.
- 2.3.2 Initiate mandatory orientation on policies, rules and ethics for newly recruited or returning staff.

## **2.4 Improve the ranking of the University nationally and globally**

- 2.4.1 Establish a system for yearly faculty ranking using such indicators as number of publications in international and impact factor journals, number of conferences attended,



ents in the faculty, number of PhDs produced annually,

- 2.4.2 Require the academic planning responsibilities to include bi-annual presentations of faculty/departmental members publications in international and impact factor journals.

### **Goal 3: Achieve faculty diversity and excellence**

**Rationale:** The need to maintain the national leadership of the University and re-position it competitively in the global arena requires the existence of diverse faculty who are outstanding scholars and thinkers willing and ready to expand knowledge frontiers and dynamic enough to confront emerging challenges in both the knowledge industry and in the labour market in innovative and creative ways with positive impact on their students

#### **3.1 Significantly increase the diversity of faculty through new recruitment and enhanced retention efforts**

- 3.1.1 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.
- 3.1.2 Expand the pools of recruitment by broadly defining faculty positions, wherever possible.
- 3.1.3 Ensure that academic units give appropriate attention to diversity throughout the recruitment process.
- 3.1.4 Establish in each academic unit an efficient mechanism for monitoring progress in searches and retention (e.g. by assigning this task to an individual or committee) based on accepted best practices.
- 3.1.5 Take more pro-active and expeditious measures to reduce the departures of high-quality staff who contribute to the diversity of the university community.

### **3.2 Develop and implement policies to retain highly-valued staff**

- 3.2.1 Take steps to engage and retain highly valued staff by ensuring that they have strong support and conducive environment for their research, teaching and public engagement.
- 3.2.2 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.

### **3.3 Devise and implement new mechanisms or policies for rewarding outstanding staff and for continually assessing staff performance as scholars and teachers**

- 3.3.1 Establish a Vice-Chancellor's fund for providing special monetary rewards for exceptional academic accomplishments.
- 3.3.2 Develop appropriate instruments for the assessment of outstanding teachers.
- 3.3.3 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.
- 3.3.4 Institute a mechanism to nominate candidates every year for institutional prizes, awards, and paid membership in distinguished societies.
- 3.3.5 Institute faculty of the year award and give special recognition to and publicize staff who receive distinguished academic awards and honors from their peers.

### **3.4 Create and sustain a culture that supports teaching excellence in all academic units**

- 3.4.1 Establish a robust form of assessment of teaching in all academic units that generates full information, including some type of student feedback and peer assessment, and provides feedback to teachers that enables them to improve their teaching continually.
- 3.4.2 Strengthen institutional resources for instructional support, through integrated efforts that involve both central and faculty-based activities, so that members of faculties have access to new pedagogies and best practices.
- 3.4.3 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.

tions and strong teachers who are responsive to students to teaching.

- 3.4.5 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).
- 3.4.6 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.

### **3.5 Adopt best practices in staff recruitment, which is both wide and extensive**

- 3.5.1 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.
- 3.5.2 Establish gender ratio in recruitment at the faculty level.
- 3.5.3 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*).
- 3.5.4 Departments/faculties to initiate and articulate areas of personnel needs or gaps.
- 3.5.5 Encourage departments to play active roles in new staff selection i.e. departments can do the initial shortlisting of candidates and make effective/evidence -based recommendations on recruitment.

### **3.6 Increase opportunities for continuous improvement of faculty members**

- 3.6.1 Establish a revolving funding for conference participation by staff.
- 3.6.2 Make the hosting of an international conference biennially mandatory for all faculties.
- 3.6.3 Establish a senate committee charged with ensuring quality of such conferences and provide logistic support to the faculties towards hosting conferences.
- 3.6.4 Establish and support quarterly seminar series for all faculties.

## **Goal 4: Maximise impact on society and economy**

**Rationale:** There is no doubt that the University given its history as a land grant institution should be responsive to its social environment. Hence it should strive to inform, inspire and educate the public on its various activities and consistently show relevance to the lived-in experience of the public in its diverse engagements, research and outreach.

### **4.1. Construct a road-map of the University's vision for its public engagement**

- 4.1.1 Build up a broad and clear explanation of the university vision and mission that are targeted at local, regional, national and global communities.
- 4.1.2 Integrate programmes and activities that share similarities despite their areas of operations.
- 4.1.3 Increase use of university press, Lion FM Radio, electronic media to advertise and market university achievements to the public.
- 4.1.4 Engage in enlightenment and outreach programmes where the University of Nigeria, can give free professional service, such as healthcare services, cultural services, teaching practice in schools, etc.

### **4.2 Create an environment that is conducive to students, staff and visitors**

- 4.2.1 Build and sustain effective security measures on campus and its immediate environs by exploring community policing which involves communities around the university.
- 4.2.2 Develop and involve staff, students and neighbouring communities in the hygiene and sanitation schemes of the University and her environmental programmes.

### **4.3 Partner with secondary schools, colleges of education and other higher institutions around the university to increase students' success in entrance examinations into the university.**

- 4.3.1 Organize public lectures and extramural classes for schools and institutions around the university environment.

of such schools to exciting places (Laboratories, Library, in the university to foster greater public engagement and appreciation of the University accomplishments.

#### **4.4 Develop, monitor and evaluate all outreach programmes of the University**

- 4.4.1 Identify all outreach programmes of the University.
- 4.4.2 Create websites for all the University's outreach programmes.
- 4.4.3 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.

#### **4.5 Increase modes of interaction between the University and its neighboring communities**

- 4.5.1 Organize regular public education lectures, such as University Founders Day, to contain sessions covering latest issues, success stories, trends, and developments in the areas of the university-community engagement.
- 4.5.2 Establish physical facilities such as medical clinics, extramural centres etc., in these communities.
- 4.5.3 Involve skilled staff and students in community development, e.g. use of medical students in enlightenment programmes and in patient advisory services.
- 4.5.4 The University should build and develop stronger intellectual leadership roles by organizing seminars, conferences, workshops to tackle social and economic problems of the nation.
- 4.5.5 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.

#### **4.6 Build strong relationship with the Alumni of the University**

- 4.6.1 Improve information flow to alumni and track alumni growth professionally and in other meaningful endeavours.
- 4.6.2 Create a vibrant link on the University website where communication between the University and alumni is established.
- 4.6.3 Increase involvement of the alumni in the University's activities

office on campus to coordinate alumni activities geared  
 ent.

#### **4.7 Expand and use the assets of the University in local and regional economic development activities**

- 4.7.1 Develop tools to expand University-community economic partnership and shared understanding to advance productivity within the university and economic integration within the region.
- 4.7.2 Generate income from knowledge and invest in the University and its communities.
- 4.7.3 Promote the commercialization of research outputs to the benefit of the communities.
- 4.7.4 Strengthen and encourage academic units to engage in entrepreneurial activities, knowledge resource development and capacity building in order to improve the University's economy and the quality of life in the communities around.
- 4.7.5 Strengthen outreach programmes aimed at University's economic development.

### **Goal 5: Maximise national relevance and global competitiveness as a University**

**Rationale:** The University's aspiration to be a global leader can hardly be achieved without an overriding emphasis on academic excellence. Thus, in line with the experience of other global leaders in tertiary education provision, excellence is considered *sine qua non* in the bid of the University to transform and reposition itself. Therefore, the reinforcement and sustenance of organizational structures and processes that support academic and administrative excellence is imperative to the achievement of the mission and goals of the University.

#### **5.1 Institutionalize a culture of excellence in the University of Nigeria**

- 5.1.1 Organization of biennial international conferences with local and foreign participants by faculties.

quia by specifying dates for the colloquia during each around the departments.

- 5.1.3 Organization of orientation and training programmes for new and junior academic staff, at specified times in the year.
- 5.1.4 Deans and heads of departments should create data base for fellowships and grants, which should be readily available to staff.
- 5.1.5 Deans and Heads of Departments should present mandatory annual reports.
- 5.1.6 Assess teaching input of lecturers by departments for the improvement of pedagogy.
- 5.1.7 Establish a professional ethics monitoring committee composed of reputable and honourable senior academics at University and faculty levels
- 5.1.8 Periodic review of the procedure and criteria for assessment for promotion in line with the goals of excellence in research and teaching.
- 5.1.9 Faculties, departments and administrative units should be required to have their own yearly academic work plan in line with the Strategic Plan of the university

## **Goal 6: Engender Vocational Approach to Education in the University**

**Rationale:** The founding fathers of the University had a vision of a University that will offer globally competitive liberal education as well as innovative and locally relevant vocational disciplines and entrepreneurial methods. Thus, this strategic plan while emphasizing attainment of excellence and global competitiveness proposes vocational and entrepreneurial orientation in all disciplines.

### **6.1 Develop vocational orientation, work culture, values, attitudes, and aptitudes of students for productive post-graduation life**

- 6.1.1 Reinforce vocational and skill content of courses offered in the University
- 6.1.2 Enlarge the industrial/professional linkage programmes to encompass more disciplines than the traditional ones

### **6.2 Develop relevant entrepreneurial competencies and skills of students towards self-reliance**

- 6.2.1 Make vocational and entrepreneurial education part of the general studies programme of the University; extend general studies education throughout the students' years in the University



new vocational and industry oriented specializations at the  
five years

### **6.3 Develop vocational competencies, creative thinking, and problem solving orientation to social and economic problems of the country by graduates of the University**

- 6.3.1 Introduce a new course on creative thinking in the general studies programme.
- 6.3.2 Include excursion to industries and simulation exercises as part of course content in courses amenable to industrial attachment.