



INTERNATIONALIZATION POLICY OF THE UNIVERSITY OF NIGERIA



PREPARED BY :

**Directorate of International Collaborations,
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OF THE
UNIVERSITY OF NIGERIA**

Drafted by
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Foreword

It is with profound pride and a deep sense of institutional responsibility that I present to the University community and our global partners the maiden *Internationalization Policy* of the University of Nigeria. This groundbreaking document marks a significant milestone in our University's journey toward global relevance and strategic academic engagement. More than a policy, it is a bold articulation of our collective aspiration to reposition the University of Nigeria as a vibrant hub for transnational knowledge exchange, cutting-edge research collaboration, and intercultural academic mobility.

The formulation of this policy reflects our commitment to reimagining our institutional identity within the context of a rapidly globalizing world. It outlines a clear, coherent, and strategic course for expanding our global footprint, strengthening cross-border partnerships, and aligning our core activities with internationally recognized standards and practices. At its heart, this policy aims to promote the seamless integration of global dimensions into our teaching, research, innovation, and community service mandates.

I am particularly gratified that this landmark achievement was recorded during my tenure as Vice-Chancellor. That it emerged for the very first time in the storied history of our institution, and within only two months of his appointment as Director of International Collaborations, is a compelling testament to what purposeful leadership, clarity of vision, and institutional focus can yield, even within the shortest of timelines. It affirms our belief that transformative change begins with decisive action.

This policy document provides a robust framework for institutional alignment with global best practices in higher education. It offers guiding principles, strategic objectives, and actionable pathways for integrating internationalization into our curricula, faculty development, student engagement, research priorities, administrative culture, and external partnerships. If diligently implemented, it will open new vistas of opportunity for our students and staff, deepen our intellectual and cultural exchanges, and significantly enhance the visibility and influence of the University of Nigeria on the world stage.

I commend specially the Acting Director of International Collaborations, Dr. Kelechi Elijah Nnamani, for his visionary, independent, and painstaking efforts in conceptualizing and drafting this historic policy. This work has laid a solid foundation upon which future growth and global engagement can be built. I urge all faculties, departments, units, and stakeholders within and beyond the University to embrace this policy with the seriousness it deserves and to contribute actively to its effective implementation.

It is my sincere hope that this policy will not only endure but also evolve, continuously refined to reflect the dynamic nature of global academia and to ensure that the University of Nigeria remains at the forefront of scholarly excellence and international cooperation in the years to come.

Professor Simon Uchenna Ortuanya

Vice Chancellor

University of Nigeria, Nsukka

Preface

The University of Nigeria gracefully situated on the verdant hills of Nsukka, established in 1955 and formally inaugurated for academic activities in 1960, holds a distinguished position as Nigeria's first indigenous institution of higher learning. Guided by the profound vision "To restore the dignity of man", the University has, with intellectual rigour and purposeful resolve, championed excellence in pedagogy, research, and community service, driven by enduring commitment to national renewal, human flourishing, transformative societal advancement, and global development goals. Though originally envisioned within the fervour of Nigeria's post-independence ideals, this foundational mandate transcends geopolitical confines and resonates with even greater urgency in today's intricately interwoven and rapidly evolving globally context.

In the present 21st Century, the intensification of globalization in higher education, the deepening interdependence of nation-states, and the transnational character of emergent global challenges, including forced migration, widening social inequities, climate change, digital transformation, and pandemics, collectively underscore the imperative for universities to evolve as globally engaged and intellectually cosmopolitan institutions. In this context, internationalization is no longer a peripheral activity; it constitutes a strategic exigency for any institution of higher learning intent on sustaining its relevance, responsiveness within an increasingly complex global knowledge ecosystem.

For the University of Nigeria, internationalization represents a deliberate and systematic integration of international, intercultural, and global dimensions into the full spectrum of university life including teaching and learning, research and innovation, community engagement, institutional governance, and campus life. This encompasses the enrichment of curricula with global insights, the advancement of collaborative and transdisciplinary research, the cultivation of globally competent graduates, and the institutionalization of inclusive and globally benchmarked standards. It entails the attraction and retention of a heterogeneous community of scholars and students, the forging of robust international partnerships, and the reconfiguration of institutional practices to reflect the dynamism, diversity, and demands of a globally networked academic environment.

This Internationalization Policy constitutes a transformative and strategic blueprint for the University of Nigeria. It articulates a unified and forward-looking vision, delineates clearly defined strategic objectives, and establishes a comprehensive framework for effective implementation, monitoring, evaluation, and adaptive learning. The policy is intentionally aligned with Nigeria's national development priorities, continental initiatives such as the African Union's Agenda 2063, and global frameworks including the United Nations Sustainable Development Goals (SDGs), thereby situating UNN within a broader landscape of global academic and developmental relevance. Through this policy, the University unequivocally reaffirms its aspiration to emerge as a globally recognized, research-intensive, and socially responsive institution, anchored in the richness of its Nigerian identity and animated by Pan-African ideals. It envisions the cultivation of durable international

partnerships, the strategic expansion of its global academic presence, and a substantive contribution to the evolving global knowledge commons.

Indeed, this document serves not merely as an institutional directive, but as a collective call to action. It is a clarion call for every member of the UNN community, including leadership, faculty, staff, students, alumni, and partners, to embrace the tenets of this policy as a shared commitment. Together, we can reimagine and position the University of Nigeria, as a luminous beacon of academic distinction and global engagement, shaping a more just, equitable, and sustainable future for our nation, our continent, and the world.

Dr Kelechi Elijah Nnamani

*Director, International Collaborations
University of Nigeria, Nsukka.*

Acknowledgements

The completion of this Internationalization Policy marks a historic milestone in the University of Nigeria's unwavering commitment to global relevance and academic excellence. It represents not only a visionary institutional achievement but also a testament to the power of shared purpose, collaborative spirit, and resolute leadership.

I wish to express my deepest and most sincere gratitude to the Vice Chancellor, Simon Uchenna Ortuanya, whose foresight, encouragement, and steadfast support created the enabling environment in which this policy was both conceptualized and actualized. His enthusiastic embrace of the internationalization agenda and his pride in witnessing the birth of this policy remain a profound source of both personal motivation and institutional inspiration. I am equally indebted to immediate past Acting Vice Chancellor, Professor Oguejiifo T. Ujam, and the University Management for their openness to progressive and forward-looking ideas, and for their recognition of the strategic significance of this initiative. Their endorsement and support signaled an institutional readiness to reposition the University of Nigeria within the global academic community and to deepen its engagement with international networks of knowledge production and dissemination.

To my colleagues across faculties, departments, and units who contributed valuable perspectives, shared relevant experiences, and offered constructive critique during the drafting process, I express my heartfelt appreciation. Your contributions enriched the quality and scope of this policy, making it more responsive to the dynamic demands of global higher education. I also extend sincere thanks to our local and international partners whose insights and collaborative spirit helped shape this document in meaningful ways. Special recognition is due to the administrative and technical staff of the Directorate of International Collaborations, whose quiet dedication and behind-the-scenes efforts ensured the steady momentum of this process. Your commitment and professionalism were indispensable to the successful completion of this task.

This document is more than a policy. It is a strategic compass for the University's global engagement. It embodies the conviction that true academic excellence knows no borders and that enduring partnerships are built upon shared goals, mutual respect, and sustained commitment. It is my fervent hope that this policy will serve as a guiding light as the University of Nigeria expands its global footprint, strengthens its international partnerships, and reaffirms its place among the leading institutions of higher learning worldwide.

Dr. Kelechi Elijah Nnamani

*Director of International Collaborations
University of Nigeria, Nsukka*

Acronyms and Abbreviations

AUA	African Union Agenda
AUMS	African Union Mobility Scheme
DIC	Directorate of International Collaboration
ICT	Informational and Communication Technology
IP	Internationalization Policy
KPI	Key Performance Indicators
MOA	Memoranda of Agreement
MOOC	Massive Open Outline Courses
MoU	Memorandum of Understanding
NPE	Nigerian National Policy Education
NUC	National Universities Commission
OER	Open Educational Resources
QAF	Quality Assurance Framework
RDM	Restore the Dignity of Man
SDDH	Sustainable Development Digital Humanities
SDG	Sustainable Development Goals
SEFI	Strategic Engagements with foreign Institution
UNN	University of Nigeria, Nsukka

Section 1: Introduction

1.0 Background and Rationale

In the present global system and configuration marked by complex interdependence and linkages, rapid knowledge exchange, and complex transnational challenges, universities are expected to rethink their roles by leveraging collaborative opportunities that transcend national borders. The University of Nigeria, Nsukka, being the premier indigenous institution of higher learning, embraces this responsibility with vision and purpose by establishing the Directorate of International Collaborations and developing a policy document to guide its operations, engagements and activities. This Internationalization Policy represents a conscious effort and strategic blueprint to integrate international and intercultural dimensions into all aspects of university life, including teaching and learning, research and innovation, community engagement, and institutional governance. It is a proactive response to the evolving landscape of global higher education and a reaffirmation of UNN's enduring mission to "Restore the Dignity of Man".

The primary purpose of this policy is to institutionalize and mainstream internationalization across the university's operations in a coherent, inclusive, and sustainable manner. It serves as a roadmap for expanding global partnerships, facilitating faculty and student mobility, enriching the curriculum with global perspectives, leveraging international funding opportunities, and enhancing the University's global visibility and academic standing. By providing a structured and forward-looking framework, the policy equips all stakeholders, including faculties, departments, research centers, administrative units, students, alumni, and external partners, with a shared direction and actionable strategies for engaging with the key stakeholders in global environment.

Internationalization at UNN is conceived as a deliberate, systematic, and transformative process of integrating international and intercultural perspectives into the university's core mandates. It transcends the conventional focus on mobility to encompass a broader paradigm of engagement that includes internationalized curricula and pedagogy, collaborative research and innovation, multilingualism, digital globalization, inclusive campus culture, and reciprocal institutional partnerships. The policy affirms that true internationalization is not an end in itself but a means of enhancing academic quality, fostering innovation, preparing globally competent graduates, and contributing meaningfully to the advancement of human knowledge and global development.

The strategic rationale for internationalization at UNN is both urgent and multifaceted. International engagement enriches the quality of teaching and research through exposure to diverse epistemologies, collaborative knowledge production, and benchmarking against global standards. It empowers students and staff with the competencies to thrive in multicultural and multilingual environments. It expands access to international research grants, technical expertise, and innovation ecosystems. Importantly, it supports Nigeria's national development agenda by cultivating a globally oriented workforce, facilitating science diplomacy, and situating Nigerian scholarship within global discourses and policy

solutions. Furthermore, it enhances institutional resilience by diversifying revenue streams and reducing reliance on domestic funding sources.

This policy also situates UNN's internationalization within broader policy and developmental frameworks. At the national level, it aligns with the Nigerian National Policy on Education, the Strategic Plans of the National Universities Commission (NUC), and national aspirations for educational excellence and global competitiveness. Continentally, it resonates with the African Union's Agenda 2063, especially in areas of education, science, technology, innovation, and Pan-African integration. Globally, it contributes to the achievement of the United Nations Sustainable Development Goals (SDGs), particularly Goal 4 (Quality Education), Goal 9 (Industry, Innovation and Infrastructure), and Goal 17 (Partnerships for the Goals). Institutionally, it reinforces the strategic vision and mission of University of Nigeria and complements its ongoing efforts in quality assurance, academic reform, and university transformation.

The implementation of this policy is guided by a set of foundational principles that reflect the values and aspirations of the University. These include a mission-driven approach anchored in UNN's historic motto; an uncompromising commitment to academic excellence; mutuality and reciprocity in partnerships; inclusivity, equity, and diversity in all international activities; ethical engagement and responsible global citizenship; sustainability across environmental, financial, and operational dimensions; and relevance to Africa, with particular emphasis on South-South cooperation and the African Diaspora. It also promotes the concept of "Internationalization at Home," ensuring that all students, whether mobile or not, benefit from global and intercultural learning opportunities embedded in the curriculum and campus experience.

The expected outcomes of this policy are far-reaching and transformative. For UNN, it aims to elevate its global rankings, attract and retain top-tier faculty and students, amplify its research impact, and enhance its international reputation. For Nigeria, it contributes to human capital development, academic excellence, scientific advancement, and international visibility. For the global academic community, it offers African perspectives, enriches scholarly diversity, and strengthens the foundations of equitable and inclusive global knowledge partnerships. Ultimately, this policy is a declaration of intent and a call to collective action. It invites the entire UNN community to co-create a future in which the University stands not only as a national beacon of knowledge, but also as a respected and influential actor in the global academic arena.

2.0 Vision

This policy seeks to position the University of Nigeria as a globally engaged, research-intensive, and socially responsive African university, internationally recognized for academic excellence, transformative knowledge production, cross-cultural collaboration, and meaningful contributions to sustainable development and the restoration of human dignity. This vision reflects UNN's aspiration to be a leader in global higher education, producing graduates who are not only nationally relevant but also globally competent, ethically grounded, and culturally versatile. It envisages a university whose impact transcends

borders, advancing inclusive innovation, African agency, and human progress in a complex, interconnected world.

3.0 Mission

The mission of the University of Nigeria's internationalization policy is to systematically integrate international, intercultural, and global dimensions into the University's core mandates, including teaching, learning, research, innovation, service, and institutional governance. This integration is intended to enhance the quality of academic engagement, foster high-impact global partnerships, promote inclusive excellence, and contribute meaningfully to national transformation, African development, and global peace and progress. It underscores the University's strategic commitment to internationalization as both a means of strengthening institutional capacity and global competitiveness, and an end in itself, advancing a more equitable, interconnected, and knowledge-driven global society.

4.0 Core Principles

In alignment with the international best practices and standard, the University's internationalization efforts are situated within the following foundational values and principles:

- a. **Academic Excellence:** UNN is committed to the highest standards of teaching, research, and scholarly output, benchmarked against global best practices. Internationalization will serve as a catalyst for quality assurance, faculty development, interdisciplinary learning, and innovation.
- b. **Mutual Benefit and Reciprocity:** All external interactions will be guided by principles of equity, mutual respect, shared ownership, and reciprocal value. UNN seeks to avoid exploitative or extractive relationships, advocating instead for joint knowledge production and mutual growth.
- c. **Equity, Diversity, and Inclusion:** UNN values and promotes inclusive internationalization that ensures equitable access to global opportunities for all students and staff, regardless of socioeconomic status, gender, nationality, religion, or ability. Diversity is regarded not merely as a demographic statistic but as a pedagogical and cultural asset.
- d. **Respect for Cultural and Epistemic Diversity:** The University recognizes and celebrates the plurality of knowledge systems and cultural traditions. It is committed to fostering intercultural dialogue, cross-cultural literacy, and decolonial approaches to global academic collaboration, particularly as they relate to African knowledge systems and lived experiences.
- e. **Sustainability:** Internationalization at UNN will be pursued with environmental, financial, social, and institutional sustainability in mind. Long-term viability, responsible resourcing, and alignment with global sustainable development frameworks will underpin every initiative undertaken.
- f. **Relevance and Development Impact:** The University will prioritize international activities that address real-world problems and contribute to Nigeria's development priorities, the African Union's Agenda 2063, and the SDGs. Internationalization must serve as an engine for societal transformation, not an elite indulgence.
- g. **Ethical Engagement and Global Citizenship:** All international engagements will uphold the highest standards of academic integrity, transparency, and accountability. UNN will promote responsible global citizenship, academic freedom, and constructive

international engagement grounded in human rights, social justice, and ethical leadership.

- h. **Internationalization at Home:** Recognizing that not all students and staff can participate in mobility programs, UNN is committed to ensuring that global perspectives and intercultural experiences are integrated into campus life and curricula. This approach ensures that all members of the university community benefit meaningfully from internationalization.

5.0 Overarching Goals

This policy embodies the following strategic goals as pillars for implementing and sustaining the University's internationalization agenda:

- a. To enhance the global competence, employability, and citizenship of all our graduates by mainstreaming global perspectives into teaching, curricula, and experiential learning, thereby preparing them to engage meaningfully in global labour markets, cross-cultural environments, and international development spaces.
- b. To attract, support, and retain a diverse and talented community of international students, faculty, and scholars by creating a welcoming, inclusive, and intellectually stimulating environment that promotes mobility, cross-cultural integration, and the academic enrichment of all stakeholders.
- c. To strengthen the quality, relevance, and visibility of research and innovation through international collaboration by actively pursuing high-impact, interdisciplinary, and cross-border research partnerships, positioning the University as a hub for African-led knowledge production and solutions to global challenges.
- d. To develop and sustain mutually beneficial strategic international partnerships by prioritizing the establishment of long-term institutional relationships grounded in shared values, co-creation, and mutual relevance to each partner's mission and context.
- e. To foster an interculturally competent, inclusive, and vibrant campus by promoting cultural exchange, language acquisition, and intercultural competence training that cultivates a globally aware, respectful, and cohesive campus culture.
- f. To elevate the University's global reputation, institutional competitiveness, and visibility through strategic branding, international rankings, targeted marketing, and thought leadership, thereby projecting the University as a strong global presence and pursuing excellence across all metrics of international standing.
- g. To contribute actively to national development and global sustainability agendas by aligning the University's internationalization strategies with Nigeria's development plans, the African Union Agenda 2063, and the Sustainable Development Goals (SDGs), ensuring coherence, relevance, and meaningful global engagement.

6.0 Strategic Objectives

The strategic objectives of the Internationalization Policy are designed to translate the institution's vision into concrete, actionable priorities that place UNN as a leading, globally engaged African university. These objectives aim:

- a. To enhance global visibility and institutional reputation by cultivating a strong international profile through strategic branding, participation in reputable global rankings, membership in international academic and professional networks, and consistent representation in global forums, thereby positioning the University as a thought leader in higher education, particularly from an African perspective.

- b. To foster strategic international partnerships in research, innovation, and academic exchange by actively pursuing and sustaining mutually beneficial collaborations in teaching, research, and innovation, with a focus on reciprocity, equity, and shared relevance through joint research projects, faculty and student exchanges, co-authored publications, dual or multiple degree programs, and collaborative innovation platforms.
- c. To attract, support, and retain international students and faculty by building an inclusive, dynamic, and diverse academic community through strengthened recruitment strategies, enhanced support systems including immigration services, housing, orientation, and intercultural support, and by ensuring a conducive environment for academic integration, success, and professional growth.
- d. To develop globally competent and employable graduates by embedding global skills such as intercultural communication, critical thinking, digital literacy, multilingualism, and ethical global citizenship into curricular and co-curricular programs, and by expanding access to international internships, virtual exchanges, joint degrees, and study-abroad opportunities.
- e. To internationalize curriculum, pedagogy, and campus culture by integrating international, intercultural, and comparative perspectives across academic content and teaching methods through the use of global case studies, interdisciplinary modules, multilingual offerings, and inclusive pedagogies, while also promoting a globally minded campus environment through student clubs, cultural festivals, language programs, and intercultural dialogue platforms.
- f. To mobilize international resources and expand funding Opportunities by proactively seeking global funding from multilateral agencies, foreign governments, philanthropic organizations, development partners, and academic consortia to support research, capacity building, infrastructure, and mobility, and by strengthening institutional capacities for grant writing, donor engagement, and international fundraising.

Section 2: Institutional Framework for Implementation of the Internationalization Policy

Effective implementation of the internationalization strategy requires a well-defined institutional framework that ensures leadership, coordination, coherence, and sustainability. Recognizing this, UNN has designated the Directorate of International Collaborations, operating under the Office of the Vice-Chancellor, as the primary institutional structure responsible for driving the internationalization agenda. While other complementary structures are yet to be formally constituted, the DIC currently serves as the central hub for all international engagement, with a mandate that covers policy implementation, partnership development, student and staff mobility, international research facilitation, and strategic communications. This section elaborates the governance architecture, operational mandate, enabling policies, stakeholder partnerships, and sustainability mechanisms that guide and empower the DIC in actualizing the University's internationalization vision.

7.0 The Vice Chancellor

The Vice-Chancellor serves as the chief driver and institutional champion of the University's internationalization agenda. As the head of the University and the principal custodian of its vision and strategic direction, the Vice-Chancellor plays a pivotal leadership

role in ensuring that internationalization efforts are fully integrated into the University's core functions—teaching, research, and community engagement.

Specifically, the Vice-Chancellor is responsible for:

- a. Providing strategic oversight and high-level coordination of all internationalization initiatives.
- b. Championing institutional visibility and representation in global higher education platforms and diplomatic engagements.
- c. Approving international partnerships and agreements on behalf of the University, in line with policy guidelines and Senate approvals.
- d. Facilitating resource mobilization and advocacy for internationalization at the federal, state, and donor levels.
- e. Ensuring alignment between internationalization strategies and the University's broader development plans.
- f. Appointing and empowering leadership within the Directorate.
- g. Promoting a culture of global engagement and excellence across all faculties, centres, and administrative units.

7.1 The Directorate of International Collaborations

The Directorate of International Collaborations, headed by a Director appointed by the Vice-Chancellor, serves as the central coordinating unit for all internationalization activities of the University of Nigeria, Nsukka. Operating under the direct supervision of the Vice-Chancellor, the Directorate is mandated to conceptualize, implement, monitor, and report on the University's global engagement strategy. It plays a critical role in translating institutional priorities into operational activities and in fostering synergies across departments, faculties, and external partners.

Subject to the directives of the Vice-Chancellor, the Directorate shall be responsible for the following functions.

- a. Initiating and sustaining strategic engagements with foreign institutions by proactively reaching out to universities, research centres, embassies and diplomatic missions, development agencies, and international organizations to explore and develop potential areas of collaboration.
- b. Initiating, negotiating, reviewing, and managing all Memoranda of Understanding (MoUs) and strategic agreements with international institutions, development agencies, and diplomatic missions.
- c. Facilitating and managing inbound and outbound mobility for students, staff, and faculty, including visa processing, travel logistics, academic placement, and reintegration support.
- d. Providing orientation, advisory, and welfare services for international students and visiting scholars to ensure a welcoming and supportive academic environment.
- e. Identifying and disseminating international funding opportunities, supporting grant application processes, and coordinating institutional participation in global research consortia and collaborative academic projects.
- f. Ensuring that internationalization efforts are reflected in institutional planning, budgeting, quality assurance mechanisms, and academic program design across faculties and centres.

- g. Organizing workshops, training programs, and advisory services to build the capacity of faculty, staff, and students in areas such as international grant writing, academic publishing, intercultural competence, and global networking.
- h. Leading the development, operationalization, and periodic review of the University's internationalization strategy and related policy frameworks.
- i. Facilitating and hosting international conferences, policy dialogues, public lectures, visiting delegations, and academic symposia that advance the University's global reputation and scholarly output.
- j. Tracking global trends, standards, and policy changes in international higher education and ensuring institutional compliance with international protocols, standards, and partner requirements.
- k. Promoting global engagement on campus through initiatives such as virtual exchange programs, guest lectures by international experts, multilingual learning resources, and intercultural festivals.
- l. Developing structured platforms for engaging UNN alumni and Nigerian academics in the diaspora in teaching, research collaboration, mentorship, and institutional development.
- m. Conducting due diligence on potential international partners and ensuring risk mitigation in contractual agreements, especially around intellectual property, data protection, and student welfare.
- n. Enhancing the University's global profile through strategic communications, branding, digital outreach, and active participation in international higher education networks and platforms.
- o. Tracking key performance indicators (KPIs), producing annual implementation reports, and providing evidence-based recommendations to the Vice-Chancellor on the progress, challenges, and emerging opportunities in internationalization.

Although the DIC leads the implementation of the internationalization agenda, it will continue to maintain collaborative linkages with the Directorate of Academic Planning, the Careers Unit, the Quality Assurance Unit, the Registry, the Bursary, ICT, the Student Affairs Division, and the Public Relations Office. These units provide critical support in areas such as admissions, curriculum development, funding, infrastructure, communication, and policy compliance.

7.2 Policy Enablers and Institutional Integration

To ensure coherence and effectiveness, internationalization efforts at UNN will be systematically aligned with broader institutional planning, regulatory frameworks, and operational systems.

8.0 Policy Integration

- a. Internationalization objectives and targets are to be fully mainstreamed into the University's Strategic Plan, with cross-referencing to the Academic Brief, Quality Assurance Framework, and Annual Performance Evaluation metrics.
- b. The Directorate will work in close coordination with the Directorates of Academic Planning and Quality Assurance to ensure that international programmes, joint degrees, and global partnerships meet national and institutional academic standards.

9.0 Legal and Regulatory Compliance

The Directorate shall develop and apply institutional guidelines aligned with Nigerian laws and international best practices to govern:

- a. The signing and management of MoUs.
- b. Data protection and privacy for international students and collaborators.
- c. Intellectual property rights in research partnerships.
- d. Tax, insurance, and liability considerations in cross-border collaborations.

10.0 National Alignment

The Directorate will liaise with the Federal Ministry of Education, the NUC, and relevant regulatory bodies to ensure policy coherence, secure necessary approvals, and benefit from national initiatives such as TETFund's internationalization windows.

11.0 Resource Mobilization and Sustainability

To ensure the long-term viability of internationalization efforts, the University, through the DIC, will pursue a mixed resource strategy, balancing institutional investment with externally mobilized funds.

Strategic Measures:

- a. The University will maintain a ring-fenced annual budget line for internationalization activities, managed by the DIC in line with its approved work plan.
- b. The Directorate shall actively pursue competitive funding from national and international sources.
- c. Negotiate reciprocal tuition waivers and co-funded mobility schemes with partner institutions.
- d. Engage the University's global alumni network and philanthropic community to establish endowments, scholarships, and travel grants in support of mobility and international research.
- e. Advocate for and support the upgrading of physical and digital infrastructure to meet global standards (e.g., international student housing, smart classrooms, high-speed internet).
- f. Streamline procedures for student admissions, MoU approvals, and inter-institutional coordination to reduce bureaucratic bottlenecks and transaction costs.

Section 3: Core Areas of UNN's External Engagement

The internationalization strategy of the University of Nigeria is anchored on eight interdependent policy pillars. These strategic areas represent key domains through which the University seeks to embed global engagement into its core mission of teaching, research, and community service, while positioning itself as a proactive African knowledge hub in a rapidly globalizing world.

12.0 International Partnerships and Collaborations

UNN shall establish and manage strategic international partnerships and engagements that reflect its vision for global leadership and African excellence. A centralized and transparent framework will be developed and maintained at all times to coordinate the initiation, negotiation, renewal, and monitoring of institutional MoUs, consortia memberships, and network affiliations.

Strategic Actions:

- a. Promote balanced academic cooperation across regions, fostering partnerships with institutions in the Global South as well as strategic engagements with counterparts in the Global North.
- b. Engage actively with multilateral institutions and organizations to access funding, policy dialogues, and programmatic partnerships.
- c. Facilitate the creation of Joint Research Centres, Thematic Clusters, Academic Chairs, and Dual Appointments with reputable global institutions.
- d. Ensure that all collaborations are impact-oriented, sustainable, and aligned with institutional and national development priorities.

12.1 International Research, Innovation, and Knowledge Exchange

UNN shall cultivate an enabling environment for global research cooperation and knowledge creation. This includes fostering collaborative research, securing international grants, and positioning the University as a hub for Africa-relevant knowledge production.

Strategic Actions:

- a. Introduce co-funding mechanisms (e.g., seed grants and matched funding) to support collaborative international research proposals.
- b. Build the capacity of researchers to apply for major grants from agencies and other institutions.
- c. Host high-profile international academic events, such as conferences, symposia, summer schools, and policy dialogues, on critical themes of global and regional relevance.
- d. Ensure institutional subscriptions to leading academic databases, e-journals, and global research infrastructures.

12.2 Student and Staff Mobility

Recognizing that mobility is a powerful catalyst for internationalization, UNN shall actively promote structured student and staff exchanges, sabbaticals, internships, and fellowships to build global competence and institutional reputation.

Strategic Actions:

- a. Expand bilateral and multilateral mobility programs through platforms such as Erasmus+, Commonwealth Scholarships, African Union Mobility Scheme, inter-African university partnerships etc.
- b. Establish semester-abroad programs and negotiate joint/double degree programs with reputable partner universities.

- c. Facilitate staff exchanges, sabbaticals, and joint research visits through streamlined processes and dedicated mobility funds.
- d. Invest in digital platforms to support virtual exchanges (e.g., Collaborative Online International Learning), joint remote teaching, and global mentorship networks.

12.3 Curriculum Development and Internationalization

UNN shall redesign its curricula to reflect global standards, integrate intercultural competencies, and foster internationally minded graduates equipped for the challenges of the 21st century.

Strategic Actions:

- a. Mandate the inclusion of global case studies, comparative analysis, and cross-border themes in all academic programmes.
- b. Develop interdisciplinary, transnational degree programmes (e.g., Global Health, Climate Policy, Sustainable Development, Digital Humanities).
- c. Encourage the offering of key global languages (e.g., French, Arabic, Mandarin, Portuguese, German, Russian) and multilingual research outputs.
- d. Leverage digital learning platforms, open educational resources (OER), and cross-border team teaching to promote flexible and globally accessible education.

12.4 International Student and Staff Recruitment, Retention and Support

The University of Nigeria shall enhance its attractiveness to international students and staff by strengthening its marketing efforts, ensuring academic and professional quality, and providing holistic support throughout the student and staff journey. These efforts aim to build a vibrant, diverse academic community that contributes to the University's global visibility, knowledge exchange, and institutional growth.

Strategic Actions:

- a. Launch targeted international student and staff recruitment campaigns focusing on UNN's academic excellence, affordability, rich cultural heritage, and strategic location.
- b. Introduce competitive scholarship schemes for students (merit-based, need-based, and region-specific) as well as fellowship opportunities, mobility grants, and research incentives for international faculty and researchers, particularly, from Africa, the diaspora, and the global South.
- c. Establish a dedicated "One-Stop Centre" for international student and staff services, handling visa advisory, pre-arrival orientation, arrival logistics, accommodation assistance, and continuous academic, professional, and pastoral support.
- d. Implement comprehensive cultural integration programs including mentorship schemes, language classes, social activities, intercultural celebrations, and spouse/family support for staff to foster inclusion and belonging.
- e. Facilitate clear and supportive administrative pathways for the onboarding, placement, and professional development of international staff, including compliance with immigration and labour regulations.
- f. Build institutional partnerships that support staff exchange, joint appointments, sabbatical placements, and international teaching or research collaborations.

12.5 Capacity Building and Staff Development

UNN shall invest in enhancing the global competences and professional development of its faculty and administrative staff to improve institutional competitiveness and international engagement.

Strategic Actions:

- a. Provide training in academic writing, international grant proposal development, intercultural communication, and inclusive pedagogy.
- b. Incentivize international publications, patents, and other globally recognized research outputs through awards and career advancement.
- c. Sponsor participation in international academic leadership programs, global research networks, and executive learning platforms.
- d. Build internal capabilities in project management, digital pedagogy, and global partnership administration.

12.6 Diaspora and Global Alumni Engagement

UNN shall leverage the wealth of expertise and goodwill within its diaspora and alumni networks to advance its internationalization goals and enhance its global influence.

Strategic Actions:

- a. Develop a comprehensive diaspora engagement strategy to attract Nigerian scholars abroad as mentors, visiting fellows, adjuncts, and collaborators.
- b. Establish and strengthen global alumni chapters to support student recruitment, mentoring, fundraising, and global branding.
- c. Facilitate alumni-driven career mentoring, internships, and entrepreneurship support for current students.
- d. Create virtual platforms for continuous engagement between alumni, diaspora scholars, and the wider university community.

12.7 Digital Internationalization

Digital transformation shall underpin all aspects of UNN's internationalization by expanding its global reach, enabling virtual collaboration, and supporting innovative teaching and research.

Strategic Actions:

- a. Invest in high-speed internet, smart classrooms, digital collaboration tools, and e-learning infrastructure.
- b. Develop and market UNN-branded Massive Open Online Courses (MOOCs) and micro-credentials on global platforms.
- c. Create virtual research laboratories and international learning communities using advanced digital tools.
- d. Launch and sustain global academic forums, webinars, and online discussion groups for intellectual exchange.

Section 4: Target International Partners

The University, in pursuit of its internationalization vision, acknowledges the pivotal role that structured, strategic, and mutually beneficial partnerships play in strengthening institutional relevance, expanding academic frontiers, and enhancing global competitiveness. As such, UNN is committed to identifying, cultivating, and sustaining collaborative relationships with a broad range of institutional and organizational actors across the world. These partnerships will not only serve to enhance academic excellence but will also align with the University's ambition to contribute meaningfully to addressing both national and global development challenges.

13.0 Academic and Research Institutions

UNN shall actively pursue partnerships with reputable academic and research institutions across the world. These partnerships will facilitate collaborative degree programs, joint supervision of postgraduate students, exchange of faculty and researchers, benchmarking of academic programs, and participation in global research networks. By working with leading academic institutions, UNN aims to expand its research footprint, enrich the quality of teaching and learning, and strengthen its global academic visibility. These collaborations will also foster co-publication in high-impact journals, promote interdisciplinary inquiry, and enable the University to participate in knowledge economies and intellectual debates at the global level.

13.1 Multilateral and Intergovernmental Organizations

The University will seek partnerships with multilateral and intergovernmental organizations that promote education, science, cultural cooperation, sustainable development, and peacebuilding. Such engagements will position UNN to contribute to and benefit from regional and international agendas, including the United Nations SDGs and the African Union's Agenda 2063. These organizations offer platforms for multilateral cooperation, technical capacity development, and institutional strengthening. Through these partnerships, the University aims to engage in global education policy dialogues, benefit from technical assistance and institutional reviews, and align its academic and research programs with pressing global challenges.

13.2 Development Agencies and Donor Institutions

UNN shall cultivate collaborative relationships with bilateral and multilateral development agencies that support higher education, scientific research, innovation, and socio-economic development. These partners are critical to the University's goal of building capacity, expanding access to resources, and enhancing institutional infrastructure. Through grant funding, fellowships, and programmatic support, these agencies can provide UNN with the tools to initiate and scale transformational projects in areas such as agriculture, public health, environmental sustainability, digital innovation, and educational reform. These engagements will be anchored in principles of accountability, transparency, and measurable impact.

13.3 Industry and Private Sector Actors

Recognizing the importance of industry-academic linkages, the University will engage multinational corporations, transnational corporations, research-driven firms, innovation hubs, and business consortia in strategic partnerships. These relationships will enable the University to align its academic programs with market needs, promote entrepreneurship, support curriculum enrichment, and facilitate student employability. Through collaborative research and development, joint innovation projects, industrial training schemes, and sponsored research chairs, the private sector can provide valuable experiential learning opportunities, infrastructure support, and innovation-driven funding to the University. Such partnerships will also bridge the gap between theory and practice and foster economic relevance in UNN's academic outputs.

13.4 Diaspora and Alumni Networks

The University will actively engage its global alumni community and Nigerian academic diaspora as a strategic resource for internationalization. The contributions of alumni and diaspora professionals in academia, industry, policy, and civil society are invaluable for promoting cross-border collaborations, mentorship, funding, and international visibility. UNN will create platforms for diaspora engagement that support visiting professorships, knowledge transfer programs, collaborative research, and institutional advancement initiatives. These networks will be harnessed to promote endowment culture, diaspora-led development interventions, and global goodwill toward the University.

13.5 Non-Governmental and Philanthropic Organizations

The University will pursue partnerships with philanthropic foundations, independent research organizations, and non-governmental organizations that align with its values and strategic priorities. These partners often focus on inclusive education, health equity, climate action, social justice, and gender empowerment. By engaging with such entities, UNN will have access to fellowship schemes, research grants, technical support, and grassroots development models. These partnerships will strengthen the University's role in social innovation, community engagement, and public-interest scholarship, while also opening avenues for multi-sectoral impact across Nigeria and the broader African continent.

13.6 Diplomatic Missions and Cultural Institutions

UNN will strengthen collaborations with diplomatic missions, foreign cultural institutes, and national education agencies that promote international academic exchange, cultural diplomacy, and language learning. These entities play a key role in supporting scholar and student mobility, intercultural engagement, and access to international funding and scholarships. The University will leverage these relationships to facilitate academic exchanges, build capacity for international student recruitment, establish language centers, and participate in bilateral education programs. Such partnerships will also support curriculum diversification, institutional branding, and cross-cultural competence development among staff and students.

Section 5: Procedural Framework for International Partnership Initiation and Engagement

14.0 Partnership Selection and Criteria

In order to ensure that its partnerships are strategic, ethical, and impactful, UNN shall adopt a set of well-defined criteria for selecting and reviewing prospective international partners. The first criterion is strategic relevance; every proposed partnership must align with the University's mission, strategic plan, and academic priorities. The second is mutual benefit and reciprocity; UNN will only enter partnerships that offer fair value to all parties and promote shared responsibilities. The third is institutional reputation and credibility; UNN will seek partners with demonstrated excellence in research, teaching, or social impact, and with a track record of professionalism and compliance with international standards. The fourth is resource mobilization potential; partnerships must have the potential to attract or leverage financial, technical, or infrastructural support for institutional development. The fifth criterion is complementarity and innovation; partners should offer comparative advantages, access to new knowledge, and the opportunity for transdisciplinary or transformative collaboration. Finally, all partnerships must offer the prospect of long-term value creation through sustainable engagements that go beyond personal networks or one-off projects

15.0 Partnership Management and Coordination

All international partnerships at UNN shall be governed by formal instruments such as MoUs, Memoranda of Agreement (MoAs), or Letters of Intent (LoIs), clearly outlining the scope, roles, timelines, and deliverables of each engagement. The DIC shall serve as the coordinating body for initiating, reviewing, negotiating, monitoring, and evaluating all international partnerships on behalf of the University. While faculties, departments, and research centers may propose partnership opportunities, such initiatives must be channeled through the Directorate for alignment with institutional policy and strategic oversight. The University shall also establish a Partnership Review Committee responsible for the periodic evaluation of ongoing partnerships, assessing relevance, compliance, and institutional impact. To enhance administrative efficiency and institutional memory, UNN will develop and maintain a centralized digital platform for tracking partnership agreements, reporting outcomes, monitoring deadlines, and supporting renewal or exit processes.

16.0 Partnership Development Strategy

The University shall adopt a tiered partnership development strategy that reflects the nature, depth, and potential of each engagement. Under this approach, strategic partners will be defined as long-term, comprehensive collaborations that span multiple faculties or programs and contribute significantly to institutional transformation. Programmatic partners are those whose engagements are tied to specific projects, academic themes, or research grants, typically with defined timelines and deliverables. Emerging partners are new or exploratory relationships that present promising opportunities for future expansion but may initially be limited in scope. All partnerships, regardless of classification, shall be mapped against priority thematic areas such as climate resilience, digital economy,

sustainable agriculture, public health, indigenous knowledge systems, education technology, and gender equity. This thematic mapping will ensure that UNN's partnership ecosystem aligns with global development trends, national imperatives, and the University's research and academic strengths.

17.0 Criteria for Establishing International Partnerships

In order to ensure that all international engagements advance the University's mission, protect its interests, and contribute meaningfully to institutional growth, the following criteria shall guide the evaluation and approval of any prospective partnership:

17.1 Strategic Fit

- The proposed partnership must align with the University's Strategic Plan, Internationalization Agenda, and the long-term academic and research priorities of the relevant Faculty, Department, Centre, or Institute.
- The partnership must demonstrate clear benefits for teaching, research, innovation, student experience, or community engagement.
- Engagements shall prioritize collaborations that strengthen the University's global ranking, enhance its competitiveness, and open new opportunities for cross-border collaboration.

17.2 Legal and Ethical Compliance

- All proposed engagements must comply with Nigerian laws, University statutes, Senate-approved policies, and any applicable international regulations.
- Collaborations must respect intellectual property rights, data protection laws, research ethics standards, and the principles of academic freedom.
- The University shall not enter into partnerships with entities engaged in activities that could damage its reputation or conflict with its core values.

17.3 Financial and Resource Considerations

- The partnership must demonstrate clear, sustainable funding arrangements and transparent cost-sharing mechanisms.
- Financial obligations to the University must be fully disclosed and documented before any agreement is signed.
- The University shall avoid commitments that pose undue financial risk or require resources beyond its capacity to provide.

18.0 Approval and Documentation Process

To preserve institutional integrity, promote transparency, and ensure alignment with the University's internationalization goals, all international engagements shall follow the approval and documentation process outlined below:

18.1 Preliminary Consultations

- Units considering an international engagement shall consult the DIC at the earliest stage to receive guidance on feasibility, requirements, and alignment with existing partnerships.
- The DIC will advise on any potential duplication, conflict, or synergy with ongoing institutional collaborations.

18.2 Submission of Proposals

- A formal proposal must be submitted to the DIC for review
- The proposal shall include:
 - A concept note outlining objectives, scope, expected outcomes, and benefits.
 - Background on the prospective partner, including institutional profile, country of operation, and relevant track record.
 - Proposed timeline and duration of engagement.
 - Anticipated resource requirements and funding arrangements.

18.3 Legal Review and Due Diligence

- Upon preliminary approval by the DIC, the proposal shall undergo legal review to ensure compliance with Nigerian law, University statutes, and applicable international regulations.
- Due diligence shall include verification of the partner's legal standing, accreditation, reputation, and capacity to fulfil the proposed obligations.
- Risk assessment (financial, legal, reputational, and operational) shall be documented before clearance is granted.

18.4 Signing of Agreements

- Only the Vice-Chancellor or an officially delegated signatory may execute MoUs, contracts, or formal agreements on behalf of the University.
- No agreement shall take effect until it has been duly reviewed, cleared, and recorded by the DIC.
- Signed agreements must be lodged with the DIC for archival purposes, inclusion in the University's international partnerships database, and subsequent monitoring.

19.0 Protocols for International Engagements and Foreign Travel

In order to safeguard the integrity, coherence, and strategic alignment of the University of Nigeria's international partnerships, all forms of collaboration, engagement, or representation involving foreign institutions, organisations, agencies, or networks shall be centrally coordinated through the DIC. This protocol ensures that every international interaction reflects the University's vision, complies with institutional policy, and reinforces its reputation as a globally competitive Centre of Excellence.

19.1 Mandatory Approval for International Partnerships

Approval Requirement

1. No Department, Faculty, Centre, Institute, Unit, or individual member of staff shall initiate, formalize, or enter into any agreement, MoU, contract, or partnership arrangement with a foreign entity without prior written clearance from the DIC.
2. Preliminary discussions with potential partners are permissible; however, no commitments, verbal or written, may be made prior to formal DIC approval.
3. Any agreement signed without DIC clearance shall be deemed null and void for institutional purposes.

Evaluation Criteria

The DIC shall assess proposed engagements to ensure:

- Strategic alignment with the University's internationalization agenda and long-term development goals.
- Complementarity with existing collaborations, avoiding duplication or internal conflict.
- Adequate consideration of legal, reputational, financial, diplomatic, and ethical implications.
- Compliance with Nigerian laws, University statutes, and applicable international regulations.

Documentation

- Requests for approval must be submitted to the DIC at least six (6) weeks before the intended date of engagement.
- Submissions must include:
 - A concept note outlining objectives, benefits, and expected outcomes.
 - A draft agreement or MoU (where applicable).
 - Relevant correspondence or invitations from the prospective partner.

19.2 Letters of Introduction for Foreign Travel

Obligatory Requirement

1. Any staff member, student, or affiliate travelling abroad on official University business, including conferences, workshops, training programmes, exchange visits, research collaborations, or partnership meetings, must obtain an official Letter of Introduction issued by the DIC.
2. This requirement applies irrespective of the trip's funding source (University-funded, externally funded, or self-funded).

Purpose of the Letter

The Letter of Introduction shall:

- Authenticate the traveler's official affiliation with the University of Nigeria.

- Introduce the individual to the host institution or event organizers as an authorized representative of the University.
- Provide the University's contact details for verification, clarification, or follow-up.

Procedure

- Requests must be submitted in writing to the DIC no later than four (4) weeks before departure.
- Required documents include the official invitation, travel itinerary, and relevant visa/travel documentation.

19.3 Rationale for Central Coordination

The DIC serves as the custodian of the University's global identity and international portfolio. Central oversight of foreign engagements enables the University to:

1. Maintain a comprehensive, up-to-date database of all international activities.
2. Ensure that engagements advance the University's global ranking and brand equity.
3. Provide institutional protection, guidance, and advocacy for staff and students abroad.
4. Foster internal synergy and resource optimisation by avoiding duplication of effort.
5. Strengthen the University's negotiating power through coordinated, consistent, and strategically framed agreements.

19.4 Reporting and Accountability

1. All staff, units, or delegations participating in international engagements shall submit a Post-Engagement Report to the DIC within two (2) weeks of return.
2. Reports must detail:
 - Activities undertaken.
 - Outcomes achieved.
 - Potential follow-up actions.
 - Recommendations for future engagements.
3. Copies of any signed agreements or MoUs must be deposited with the DIC for archiving, institutional monitoring, and annual reporting to the University Senate.

19.5 Compliance and Enforcement

1. Failure to secure required approvals or Letters of Introduction constitutes a breach of the University's Internationalization Policy.
2. The University reserves the right to:
 - Nullify unauthorized agreements.
 - Withdraw institutional recognition from non-compliant engagements.
 - Decline endorsement for future foreign engagements by the offending party.
3. Repeated or willful non-compliance will be referred to the University's disciplinary process and may impact performance evaluations, promotion considerations, and eligibility for official travel.

Section 6: Risk Management and Sustainability

As the University of Nigeria advances its internationalization agenda, it operates within a dynamic and often unpredictable global environment. This landscape is characterized by internal vulnerabilities and external shocks such as fluctuating funding streams, faculty and student mobility pressures, global health emergencies, cyber threats, imbalanced partnerships, political instability, and shifting geopolitical alignments. These factors pose potential threats to the continuity, integrity, and scalability of international collaborations. To navigate this complexity, a comprehensive risk management and sustainability framework is indispensable. Such a framework must be forward looking, data informed, and integrative, anticipating potential disruptions while embedding mechanisms for adaptability, institutional learning, and strategic foresight.

20.0 Academic and Human Resource Risks

The University of Nigeria adopts a systematic and proactive approach to the identification, categorization, and mitigation of risks that may affect its internationalization agenda. This involves continuous monitoring and assessment of both internal and external dynamics that could hinder the realization of strategic international goals. One of the key risk categories is academic and human resource-related vulnerabilities, particularly the growing trend of faculty attrition and brain drain. The migration of high-performing academic staff to foreign institutions, private sector engagements, or non-academic sectors poses a serious threat to institutional stability. It disrupts research continuity, erodes institutional memory, and diminishes the University's competitive edge in the global academic space.

In response, UNN proposes a multi-pronged mitigation strategy aimed at strengthening faculty engagement and retention. These strategies include the establishment of robust retention schemes such as access to international research grants, support for joint publications with foreign partners, provision of structured career advancement opportunities, and incentives for global academic exposure. Additionally, the University plans to institutionalize sabbatical exchange programmes with reputable foreign institutions, while also developing a culture of recognition and reward for faculty members who contribute meaningfully to international collaborations. Through these measures, UNN aims to retain top talent, enhance institutional capacity, and sustain its academic excellence in the face of increasing global competition.

20.1 Strategic and Reputational Risks

Another critical dimension of risk in the internationalization process is strategic and reputational risk, particularly as it relates to the quality and structure of international partnerships. The University of Nigeria recognizes that entering into unbalanced, low-impact, or poorly negotiated collaborations can lead to significant reputational damage and misallocation of institutional resources. Such partnerships may fail to yield meaningful academic outcomes, compromise academic integrity, or divert attention from core institutional priorities. In worst-case scenarios, they may expose the University to exploitative arrangements that undermine its sovereignty and long-term development goals.

To address these challenges, UNN is committed to developing and institutionalizing a robust Partnership Evaluation and Due Diligence Framework. This framework will serve as a strategic tool for assessing the academic, financial, ethical, and reputational value of proposed international engagements. It will ensure that all partnerships are aligned with the University's core academic values, strategic development objectives, and established quality assurance benchmarks. Through rigorous evaluation procedures, regular reviews, and stakeholder consultations, the framework will help filter out unsustainable or misaligned collaborations while strengthening high-impact, mutually beneficial partnerships. This approach not only protects the institution's image on the global stage but also reinforces UNN's commitment to excellence, accountability, and strategic alignment in its international relations.

20.2 Financial Risks

A further area of concern in the internationalization process is funding volatility and programmatic instability, which can significantly undermine the sustainability and effectiveness of international engagements. The University of Nigeria acknowledges the inherent risks associated with overdependence on singular or inconsistent funding sources, which can leave critical international programs such as staff and student mobility, joint research projects, and global outreach initiatives vulnerable to disruption or premature termination. Limited financial resilience can also constrain the University's ability to respond to emerging opportunities or challenges in the global academic environment.

To mitigate this risk, UNN will pursue a deliberate strategy to diversify its income streams. This involves actively seeking international research grants, cultivating philanthropic contributions from development partners and private foundations, and encouraging structured alumni giving, especially from graduates who have benefited from international exposure. The University is also exploring tuition differentiation models for international programs and adopting reciprocal partnership frameworks that promote shared responsibility and mutual benefit. Additionally, embedding cost recovery mechanisms into the design of international initiatives such as exchange programs, short term training, and dual degree offerings will ensure greater financial sustainability. These measures are intended to stabilize funding pipelines, safeguard program continuity, and enable UNN to scale its internationalization agenda with greater confidence and fiscal prudence.

20.3 Operational and Technological Risks

In the context of growing digitalization in higher education, cybersecurity threats and digital vulnerabilities present another significant risk to the internationalization agenda of the University of Nigeria. As the University increasingly relies on digital infrastructure to support virtual academic exchanges, collaborative research, international meetings, and administrative functions, it becomes more exposed to a range of cyber threats. These include data breaches, phishing attacks, unauthorized access to sensitive research outputs, and system disruptions that could compromise institutional integrity and stakeholder trust. The risks are further compounded by uneven digital literacy levels among staff and students and the occasional use of unsecured platforms for academic engagements.

To address these challenges, UNN is committed to strengthening its ICT security architecture. This will involve the implementation of multi-layered security protocols, routine cyber audits, and continuous monitoring of digital platforms. The University will also invest in comprehensive cybersecurity training for staff and students, ensuring they are equipped with the knowledge and skills to recognize and respond to digital threats. Furthermore, UNN will prioritize the use of reliable, secure, and institutionally vetted virtual platforms for all international engagements. By embedding cybersecurity awareness and resilience into its internationalization strategy, the University aims to safeguard its digital operations while maintaining the trust and confidence of its global partners.

20.4 Political and Global Risks

Political and global risks constitute a critical dimension of the challenges confronting the internationalization agenda of the University of Nigeria. Shifting diplomatic relations, tightening visa regimes, global pandemics, and regional crises can severely disrupt international academic mobility, derail collaborative research efforts, and lead to the cancellation or postponement of key international events. A growing trend of nationalist and protectionist policies in some influential countries has further complicated the landscape. These policies often manifest in restrictive immigration rules, reductions in international education funding, and a retreat from multilateralism, all of which pose significant barriers to the free flow of knowledge, people, and institutional collaboration. For example, restrictive visa policies and the politicization of global academic exchanges may limit opportunities for staff and student mobility, while unilateral foreign policy shifts may affect existing or prospective partnerships.

In recognition of these vulnerabilities, UNN is committed to developing scenario-based contingency plans that anticipate a range of political and global disruptions. These plans will include risk-specific response protocols, resource reallocation strategies, and alternative program delivery modes. The University also intends to expand and institutionalize virtual exchange alternatives that enable continued academic engagement in the face of travel restrictions or emergencies. In addition, maintaining active diplomatic engagement through embassies and consulates will be prioritized to ensure that the University remains informed of geopolitical developments and can advocate effectively for the interests of its students and staff abroad. Through these approaches, UNN aims to enhance its agility and preparedness in navigating an increasingly uncertain and, at times, isolationist global environment.

21.0 Sustainability Planning

Institutional sustainability is fundamental to embedding internationalization as a core, enduring, and strategically integrated component of the UNN's academic enterprise. Beyond short-term projects or externally driven collaborations, sustainability ensures that internationalization efforts are deeply rooted within the University's long-term vision, operational culture, and developmental priorities. To achieve this, the University is committed to:

- 21.1 Financial Sustainability:** Ensuring financial sustainability is central to maintaining momentum and achieving long-term success in the University's internationalization agenda. Strategic financial planning must underpin every aspect of global engagement, from student and staff mobility to collaborative research and institutional visibility. To this end, the University is committed to designing and implementing diverse, reliable, and forward-looking funding mechanisms that reduce dependence on short-term or volatile income sources. One of the key strategies involves the establishment of long-term endowment and trust funds dedicated to supporting critical internationalization activities. These funds will provide a stable financial base for awarding international scholarships, facilitating faculty exchanges, and developing joint research infrastructure. By institutionalizing these funds, the University can ensure continuity and predictability in its global programs regardless of fluctuations in external funding. In parallel, efforts will be made to strengthen institutional capacity for grant acquisition, with a focus on building the skills and systems required to secure competitive, project-based funding from international development and research agencies. This includes enhanced training for faculty and administrative staff, improved grant writing support, and more strategic coordination across relevant units. Additionally, the University plans to adopt differentiated tuition models that introduce tiered fee structures for self-sponsored international students and participants in international mobility programs. These competitive, context-sensitive pricing frameworks will support cost recovery while enhancing the financial viability of globally oriented academic offerings. Finally, alumni giving and corporate philanthropy will be harnessed as part of a broader strategy to cultivate long-term partnerships with graduates, diaspora professionals, and private sector stakeholders. Targeted capital campaigns and named fellowship initiatives linked to internationalization priorities will be used to attract philanthropic investments that support infrastructure, scholarships, and innovation. Together, these financial strategies are intended to embed resilience, flexibility, and strategic foresight into the funding architecture of the University's internationalization efforts.
- 21.2 Capacity and Knowledge Sustainability:** Sustaining internationalization requires more than financial investment; it demands the development and preservation of institutional knowledge, skills, and operational capacity. The University is therefore committed to fostering capacity and knowledge sustainability as a strategic pillar of its internationalization agenda. This involves ensuring that the expertise, institutional memory, and functional systems that support global engagement are not only retained but also continuously expanded and improved across generations of staff and students. One key approach is the institutionalization of knowledge transfer through structured mentorship programs and systematic documentation of best practices. By capturing institutional experiences in managing international partnerships, coordinating joint research initiatives, and supporting internationally mobile students, the University can create a repository of knowledge that informs future engagements, enhances efficiency, and minimizes the risks associated with personnel turnover or leadership transitions. Additionally, the University will invest in local capacity building through ongoing staff development initiatives, including

training in international program management, intercultural communication, and global policy frameworks. Cross-training among administrative and academic units will be encouraged to foster interdepartmental collaboration and resilience. Moreover, internationalization will be deliberately embedded into curriculum design, pedagogical methods, and university governance systems to ensure that global perspectives are internalized across all levels of institutional practice. Through these measures, the University aims to build a dynamic and adaptable knowledge ecosystem that supports the sustainability of its international engagements and strengthens its identity as a globally connected academic institution.

22.0 Resilience and Business Continuity

The University recognizes that the sustainability of its internationalization efforts depends in part on its ability to withstand and adapt to disruptions—whether local, national, or global in scale. Events such as pandemics, political unrest, economic downturns, natural disasters, or cyber incidents can significantly affect academic mobility, cross-border research, and international program delivery. In light of these potential threats, the University is committed to strengthening its resilience and business continuity systems as an integral part of its internationalization strategy.

A comprehensive resilience framework will be embedded within the broader university risk management architecture. Key resilience measures will include:

- a. **Resilience and Business Continuity:** In an increasingly interconnected yet unpredictable world, the ability to sustain academic activities during periods of disruption is vital to the success of internationalization. The University recognizes the strategic importance of hybrid and remote delivery models in maintaining continuity in teaching, learning, and international collaboration. These models offer flexible and inclusive pathways for engagement, especially during situations such as travel restrictions, public health emergencies, or geopolitical tensions that may limit physical mobility. To this end, the University is committed to expanding and modernizing its digital infrastructure to support high quality virtual instruction, collaborative research, and administrative coordination with international partners. Investments will be made in reliable learning management systems, cloud based research platforms, secure video conferencing tools, and robust IT support services. These systems will be designed to be scalable and accessible, enabling seamless participation by faculty, students, and collaborators across diverse geographic locations. Furthermore, capacity building efforts will focus on training academic and administrative staff in the effective use of digital tools, online pedagogy, and virtual student engagement strategies. By integrating hybrid and remote delivery models into its academic and partnership frameworks, the University aims to strengthen its global competitiveness, enhance resilience, and broaden access to international learning opportunities regardless of external constraints.
- b. **Crisis Response Protocols:** Effective internationalization requires not only proactive planning but also the ability to respond swiftly and decisively in times of

crisis. The University recognizes the importance of having clearly defined crisis response protocols to address emergencies that may affect international students, staff, programs, or global operations. Situations such as international travel bans, political unrest, natural disasters, health pandemics, or temporary institutional closures can significantly disrupt international engagements and pose risks to the safety and well being of students and staff. To mitigate these risks, the University will develop comprehensive and flexible emergency response plans that outline procedures for risk assessment, stakeholder communication, emergency support, and operational continuity. These protocols will include measures for locating and assisting international students during crises, facilitating remote academic access when physical presence is not possible, and coordinating with foreign missions and relevant authorities when needed. Regular training and simulation exercises will be conducted to build institutional preparedness and ensure that all relevant units understand their roles during emergencies. Clear lines of communication and decision making will be established to enable timely and coordinated responses across academic, administrative, and support services.

- c. Wellbeing and Mental Health Support:** As part of its commitment to inclusive and sustainable internationalization, the University acknowledges the critical importance of wellbeing and mental health support for international students and staff. Participation in cross-border education and global engagement often comes with unique psychological and emotional challenges, especially during times of crisis such as pandemics, political conflict, forced relocation, or social isolation in unfamiliar environments. To address these concerns, the University will ensure the provision of accessible, culturally sensitive psychosocial services tailored to the needs of its international community. These services will include individual and group counseling, mental health education, peer support initiatives, and targeted interventions during periods of heightened stress or uncertainty. Special attention will be given to addressing issues such as adjustment difficulties, academic pressure, separation from family, and anxiety related to global disruptions. Wellbeing services will be integrated into orientation programs, campus life initiatives, and emergency response frameworks to ensure continuity of care. Trained mental health professionals and culturally competent support staff will be engaged to deliver responsive, confidential, and stigma-free assistance. The mainstreaming of this into the core of its internationalization infrastructure, the University aims to create a supportive environment where international students and staff can thrive academically, socially, and emotionally, regardless of external circumstances.
- d. Emergency Fund and Flexibility Provisions:** In recognition of the unpredictable nature of global events and their potential impact on internationalization activities, the University is committed to establishing emergency funds and flexibility provisions as a safeguard for continuity and equity. Periods of global uncertainty such as public health emergencies, natural disasters, economic disruptions, or geopolitical instability can place sudden financial strain on international students, hinder program implementation, or delay staff mobility and academic exchanges. To mitigate these impacts, the University will allocate dedicated contingency reserves to provide timely financial assistance to affected students and staff, ensuring that

temporary hardship does not interrupt academic progress or participation in international programs. These emergency funds will be governed by transparent access criteria and administered through a streamlined process that ensures rapid and equitable disbursement. In addition to financial assistance, the University will institute flexibility provisions within its international programming. This may include academic calendar adjustments, deadline extensions, temporary tuition deferrals, and alternative modes of program delivery where needed. Such provisions are intended to accommodate disruptions without compromising academic standards or institutional integrity. By embedding emergency financial planning and adaptive flexibility into its internationalization framework, the University will enhance its capacity to respond to crises while upholding its commitment to student welfare, program resilience, and institutional accountability.

Section 6: Policy Monitoring Framework

In recognition of the rapidly changing dynamics of global higher education, shifting national development priorities, evolving institutional capacities, and the emergence of new technological frontiers, the University of Nigeria affirms the need for a robust and responsive internationalization policy. To ensure that the policy remains relevant, effective, and consistent with both institutional aspirations and global standards, UNN is committed to a structured policy review and update mechanism. This mechanism is anchored on the principle that internationalization is not a static process but a dynamic and iterative engagement that must evolve in response to internal assessments and external developments.

The review process shall be driven by the Directorate of International Collaborations, in consultation with key internal stakeholders such as academic units, administrative departments, students, and alumni, as well as selected external partners where necessary. The policy shall undergo a comprehensive review every three years, with provisions for interim updates in response to urgent changes in the global higher education environment or national policy shifts. The review will include benchmarking against international best practices, an evaluation of policy outcomes and implementation gaps, and stakeholder feedback analysis. This process will ensure that the policy continues to support the University's vision of global relevance, ethical renaissance, and sustainable academic excellence.

To institutionalize this process, a standing Internationalization Policy Review Committee (IPRC) shall be constituted. This committee will be responsible for initiating review cycles, conducting performance audits, identifying areas for revision, and proposing updates for approval by the University Management and Senate. Additionally, a monitoring and evaluation (M&E) framework will be integrated into the policy implementation structure to provide continuous data-driven insights that inform periodic revisions. Through this adaptive and inclusive review mechanism, UNN will sustain a proactive posture in navigating the complexities of global academic engagement while safeguarding its institutional values and strategic goals.

23.0 Biennial Review Cycle

The internationalization policy of the University of Nigeria shall undergo a formal and comprehensive review every two years to ensure that it remains aligned with the University's strategic direction, responsive to emerging global and national trends, and reflective of the evolving needs of its stakeholders. This biennial review is essential for assessing the policy's implementation progress, measuring its effectiveness, and determining the extent to which it continues to support UNN's aspirations for global engagement and academic excellence.

As part of the review process, particular attention will be given to the performance of key policy pillars, progress toward established KPIs, and the overall success of strategic initiatives implemented within the review period. The assessment will also evaluate the functionality and responsiveness of institutional structures responsible for internationalization, identifying any capacity gaps, bottlenecks, or areas requiring recalibration.

To ensure a comprehensive and evidence-based evaluation, the review will adopt a mixed-methods approach that combines both qualitative and quantitative assessments. This will include the analysis of internal monitoring and evaluation reports, review of benchmarking data from comparable institutions, feedback from international and local partners, as well as critical appraisal of documented outcomes and stakeholder experiences. These data sources will provide valuable insights into what is working, what needs improvement, and what emerging opportunities or risks should be addressed. Through this rigorous and structured process, UNN aims to maintain a forward-looking and adaptive internationalization policy that consistently supports its mission of becoming a globally relevant and ethically grounded institution.

24.0 Leadership and Institutional Responsibility

The leadership and coordination of the internationalization policy review process at the University of Nigeria shall be the responsibility of the DIC, working in close partnership with the Directorate of Quality Assurance, and other pertinent academic and administrative units. This collaborative approach ensures that the review process is holistic, evidence-driven, and reflective of the diverse dimensions of the University's international engagement.

As the coordinating body, the DIC shall serve as the secretariat for the entire review process. Its responsibilities will include organizing and overseeing data collection, facilitating inclusive stakeholder consultations, synthesizing internal and external feedback, and preparing comprehensive review reports. The DIC will also be responsible for drafting proposed amendments to the policy based on findings from the biennial assessments and consultations.

Oversight for the review process shall be provided by a dedicated Internationalization Policy Review Committee (IPRC), which shall be formally constituted by the Vice-Chancellor. The committee will be multidisciplinary and inclusive, comprising members drawn from the University Senate, relevant faculties, administrative departments, student

and alumni representatives, as well as carefully selected external experts with experience in international higher education. The IPRC will guide the review process, validate findings, ensure transparency, and make final recommendations to University Management for approval. This governance structure underscores UNN's commitment to accountability, inclusivity, and excellence in the management of its internationalization agenda.

25.0 Stakeholder Engagement and Inclusivity

A central pillar of the University of Nigeria internationalization policy review mechanism is the principle of inclusive stakeholder engagement. Recognizing that effective policy revision must reflect the lived experiences, expectations, and insights of all constituencies, the University is committed to broad-based consultations that foster shared ownership, transparency, and institutional learning. The review process will therefore be designed to actively involve both internal and external stakeholders whose contributions are essential to the continuous improvement and relevance of the policy.

Internally, consultations will include faculty members, administrative and technical staff, students, and governing bodies. These engagements will be facilitated through structured focus group discussions, departmental feedback sessions, interviews, surveys, and open town hall meetings. Such forums will provide spaces for open dialogue, critical reflection, and the collection of practical suggestions aimed at enhancing the policy's responsiveness and implementation.

Externally, the University will engage strategic international and local partners, funding agencies, regulatory authorities such as the National Universities Commission, and the Federal Ministries of Education and Foreign Affairs. Additionally, diplomatic missions and international collaborators will be consulted to provide comparative perspectives and identify areas of mutual interest. Alumni—especially those involved in international networks, multilateral organizations, and diaspora communities—will be approached as valuable informants who can offer unique insights into global trends and institutional reputation abroad.

These multi-level consultations will not only strengthen the legitimacy of the policy review process but also function as a vital accountability mechanism. By facilitating co-creation, the University ensures that the revised policy reflects a diverse range of voices and experiences, thereby enhancing its effectiveness, relevance, and alignment with both institutional goals and the broader imperatives of global higher education.

26.0 Responsiveness to Emerging Realities

To maintain its relevance and effectiveness, the internationalization policy of the University of Nigeria must remain a living, adaptive document attuned to the shifting landscapes of higher education both globally and locally. The policy review process is thus deliberately designed to ensure flexibility and responsiveness to emerging realities that influence the University's international engagement. By embedding this adaptive capacity into the review mechanism, UNN reinforces its commitment to forward-thinking governance and continuous institutional improvement.

The review will proactively assess and integrate global trends in higher education, such as changes in international university rankings, the increasing role of digital transformation in teaching and research, the growing emphasis on sustainable development, and the rise of South-South cooperation. Attention will also be given to national and regional dynamics, including evolving regulatory frameworks, new funding instruments, and broader geopolitical shifts that may impact cross-border academic collaborations or student mobility.

Equally important, the review will monitor and respond to rapid technological advancements, such as the proliferation of AI-enabled learning environments, the development of transnational digital campuses, and the emergence of global research platforms that reshape the way knowledge is produced and shared. At the institutional level, internal realities such as leadership transitions, infrastructural expansions, resource constraints, and changes in the demographic profile of students and faculty will be critically examined for their implications on internationalization goals.

In addition, the review process will incorporate findings from evaluation exercises, including annual implementation reports, independent audits, and feedback from international partners. These sources of evidence may reveal areas where the policy needs refinement, consolidation, or expansion to enhance impact. All proposed updates and amendments resulting from the review process shall be subject to formal endorsement by the University Senate, in line with the institution's governance protocols. This ensures that revisions are not only well-informed but also institutionally validated, thereby safeguarding the integrity, relevance, and continuity of the internationalization policy.

27.0 Continuous Improvement and Interim Adjustment

While the formal review cycle of the internationalization policy at the University of Nigeria is set on a biennial basis, the University retains the flexibility to initiate interim adjustments in response to urgent developments, strategic opportunities, or unforeseen disruptions. Such developments may include global crises such as pandemics, the introduction of new international regulatory frameworks, major shifts in geopolitical alliances, or the emergence of significant funding opportunities that necessitate timely alignment of institutional policy.

In these cases, the DIC shall be responsible for initiating the adjustment process by submitting a formal justification memo to the Vice-Chancellor. This memo will outline the rationale for expedited policy revision, specify the scope of the proposed changes, and highlight the potential institutional implications. Upon the Vice-Chancellor's approval, the interim revision process will proceed with appropriate consultation and documentation.

Where immediate action is required but full policy revision is not feasible within the timeframe, the University may implement temporary measures through internal guidelines or directives. These measures will serve as provisional responses, ensuring institutional agility while maintaining alignment with broader strategic goals. Such temporary provisions will be reviewed and, where necessary, formally integrated into the policy during the subsequent scheduled review cycle. This dual approach, combining structured reviews with the capacity for timely adjustments, ensures that the internationalization policy

remains both stable and responsive, reinforcing UNN's commitment to continuous improvement and global competitiveness.