



**UNIVERSITY OF ILORIN,
ILORIN, NIGERIA**

STRATEGIC PLAN

2014-2018



Soaring On

ACKNOWLEDGEMENTS

The University is indebted to several persons, friends of the University and corporate bodies for their contributions towards the production of the 3rd edition of the Strategic Plan titled “Soaring On” of the University.

This document is a product of the unflinching commitment, dedication, hard work, moral and financial support of Council, Management, Senate, Congregation, Convocation, Staff and Students of this noble Institution.

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1 INTRODUCTION

1.1 HISTORICAL BRIEF

The University of Ilorin (UNILORIN) is located in the ancient city of Ilorin, about 500 kilometres South West of Abuja, the Capital of Nigeria. The strategic location of Ilorin, the Kwara State capital being a geographical and cultural confluence of the North and South of Nigeria, the peaceful and conducive environment have in no small measure contributed to the global attraction to the University.

The University of Ilorin was one of the seven institutions established by the Federal Government of Nigeria in August 1975 as a University College. The then University College, Ilorin, was initially affiliated to the University of Ibadan and T.N. Tamuno, (Professor and Head of History at the University of Ibadan), was appointed the first Principal of the College in September 1975. He was succeeded by Prof. O.O. Akinkugbe, former Dean of the then Faculty of Medicine, University of Ibadan, in December 1975. Prof. Akinkugbe became the first Vice-Chancellor of the autonomous University of Ilorin in 1976.

By March 1976, Prof. Akinkugbe had established residence in Ilorin. Almost immediately, staff recruitment began in earnest, and by July, 1976 a sizeable number of academic, administrative and technical staff had been appointed for the take-off. The support given to the fledgling institution by Governor Ibrahim Taiwo (Late) continued even more vigorously under the third Military Governor of the State, Major-General George Innih (Late).

The University commenced operations with an initial intake of 200 foundation students in October 1976, which has grown to 30,472 in the 2012/2013 academic session. The number of Faculties has increased from the initial three: Arts, Education and Science, to fifteen namely :Agriculture, Arts, Basic Medical Sciences, and Clinical Sciences; Communication and Information Sciences, Education, Engineering & Technology, Environmental Sciences, Law, Life Sciences, Management Sciences, Pharmaceutical Sciences, Physical Sciences, Social Sciences, and Veterinary Medicine.

The Postgraduate School of the University is vibrant and dynamic, offering Master and Ph.D. programmes in all the Faculties. The School also runs numerous diplomas and professional programmes. The University has several existing Centres which flourished during the plan period while the following new Centres were established: Advancement Office, Open and Distant Learning, Centre for Ilorin Studies and Counselling and Human Development Centre. The University witnessed great infrastructural development during the last Strategic Plan Period. It endeavoured to match growth with physical infrastructures, such as the construction of Faculty complexes for Communication and Information Sciences and Education, a fully equipped building for the College of Health Sciences Simulation Centre, classrooms, lecture theatres and laboratories for the young faculty of Pharmaceutical Sciences. Complexes for the Departments of Microbiology, Materials and Metallurgical Engineering, new Lecture theatre for the Faculty of Arts, an ultra-modern Multi-purpose hall, major upgrade of power supply and procurement and installation of

state-of-the-art equipment for various Faculties. A standard FM radio station was also established during the plan period.

1.2 BACKGROUND TO THE THIRD STRATEGIC PLAN

The first and second Strategic Plans spanning the decade 2003-2013 have been great catalyst to the phenomenal growth and development of the University. The first tagged “A New Dawn” and the second “Scaling the Heights” were the road maps that guided the Vice-Chancellors, Prof. S.O.O. Amali and Prof. I.O. Oloyede, to pilot the University to the status of being one of the top-most universities in Nigeria and Africa as a whole.

The current Vice-Chancellor, Prof. AbdulGaniyu Ambali, therefore, needed no prompting to immediately set in motion the process of developing the 3rd Strategic Plan- 2014-2018. Accordingly, a broad-based planning committee under the Chairmanship of Prof. O.B. Oloyede was inaugurated in October, 2013. The Committee had as its Terms of Reference, auditing the 2008-2013 plan with a view to identifying unfinished initiatives and map out strategies for a new plan. To lay a foundation for several follow-up activities, a number of specialised sub-committees, including Audit, Environmental Scanning, and Internal Assessment headed by Prof. O.A. Mokuolu, Prof. Ayodele Jimoh and Mr. B. O. Badmus respectively, were constituted to produce a working paper for the development of the 3rd Strategic Plan. The process involved several meetings, brainstorming sessions and finally, a 4-day retreat to review drafts generated by the various sub-committees in Awrab Suites Offa. The outcome of the fore-going activities culminated in the production of the 3rd Strategic Plan of the University for the period 2014-2018.

Table 1.1: Members of Strategic Planning Review Committee

S/No	Name	Position
1.	Prof. O.B. Oloyede	<i>Chairman</i>
2.	Prof. S.A. Kuranga	<i>DAP – Convener</i>
3.	Prof. A.A. Adesoye	<i>Director of Sports</i>
4.	Prof. I.A. Adimula	<i>COMSIT</i>
5.	Prof. M.I. Ahmed	<i>COMSIT</i>
6.	Prof. T.M. Akande	<i>Clinical Sciences</i>
7.	Prof. (Mrs.) V.A. Alabi	<i>Arts</i>
8.	Prof. K.L. Ayorinde	<i>Former DVC (Acad.)</i>
9.	Prof. (Mrs.) M.T. Bakare-Odunola	<i>Pharmaceutical Sciences</i>
10.	Prof. Ayodele Jimoh	<i>Social Sciences</i>
11.	Prof. J.K. Joseph	<i>Advancement Office</i>
12.	Prof. O.A. Mokuolu	<i>CIE</i>
13.	Prof. D.S. Ogunniyi	<i>Consultancy Services</i>
14.	Prof. (Mrs.) A.T. Oladiji	<i>CREDIT</i>
15.	Prof. Jackson Olujide	<i>Mgt. Sciences</i>
16.	Prof. A.B. Olayemi	<i>Former DVC (Mgt. Services)</i>
17.	Prof. O.A. Omotesho	<i>Student Affairs</i>
18.	Prof. S.O. Salami	<i>Vet. Medicine</i>
19.	Prof. M.O. Yusuf	<i>CODL</i>
20.	Dr. A.A. Adeoye	<i>Chairman, ASUU</i>
21.	Dr. A.A. Adewara	<i>Physical Sciences</i>

S/No	Name	Position
22.	Dr. J.A. Akangbe	<i>Agriculture</i>
23.	Dr. F.A. Aremu	<i>Political Science</i>
24.	Dr. Ayo Babalola	<i>Environmental Sciences</i>
25.	Dr. A.O. Babatunde	<i>CIS</i>
26.	Dr. R.A. Bello	<i>Economics</i>
27.	Dr. (Mrs.) O.A.A. Eletta	<i>FET</i>
28.	Dr. I.A. Gambari	<i>CODL</i>
29.	Dr. G.T. Ijaiya	<i>Economics</i>
30.	Dr. H.O. Ijaiya	<i>Law</i>
31.	Dr. S.B. Isiaka	<i>Bus. Admin.</i>
32.	Dr. R. A. Odunola	<i>Health Services</i>
33.	Dr. (Mrs.) O.V. Mejabi	<i>CIS</i>
34.	Dr. S.B. Olajide	<i>Arts Education</i>
35.	Dr. L.A. Olayaki	<i>BMS</i>
36.	Dr. H.O. Owolabi	<i>Education</i>
37.	Dr. I.O. Sanusi	<i>Lings. & Nig. Langs.</i>
38.	Dr. L.A. Yahaya	<i>C& HDC</i>
39.	Dr. M. T. Yakubu	<i>Life Sciences</i>
40.	Dr. A.D. Yusuf	<i>-Clinical Sciences</i>
41.	Engr. A.A. Adesiyun	<i>PPU</i>
42.	Engr. M.S. Sanni	<i>DOW</i>
43.	Mr. N. O. Abdulkareem	<i>SERVICOM</i>
44.	Mr. M.A. Alfanla	<i>Chairman, SSANU</i>
45.	Mr. J. Atang (<i>Rep. Mrs. F.M. Olowoleni</i>)	<i>Registrar's nominee</i>
46.	Mr. Dare Akanbi	<i>Legal</i>
47.	Mrs. G.O. Babafemi	<i>University Library</i>
48.	Mr. B.O. Badmus	<i>Bursary</i>
49.	Mr. J.J. Bello	<i>Chairman, NASU</i>
50.	Mr. M.A. Dere	<i>Bursary</i>
51.	Mr. Yakubu Ishowo	<i>SU President</i>
52.	Mr. Kofoworola Kadiri	<i>SU Secretary</i>
53.	Mr. P. A. Oddiah	<i>Chairman, NAAT</i>
54.	Mrs. R.A. Okojie	<i>DR (Acad. Support Services)</i>
55.	Mr. O. S. Olajugba	<i>Registrar's nominee</i>
56.	Mrs. A. M. Sanni	<i>Deputy Director, IAU</i>
57.	Mr. Tijani	<i>Security</i>
58.	Mrs. B.O. Ishola	<i>Secretary</i>
Secretariat		
59.	Mr. O.M. Adewara	<i>Academic Planning Unit</i>
60.	Mr. G.A. Yahaya	<i>Academic Planning Unit</i>
61.	Mrs. B.I. Giwa	<i>Academic Planning Unit</i>
62.	Mr. A.G. Dauda	<i>Academic Planning Unit</i>
63.	Mrs. R.B. Usman	<i>Academic Planning Unit</i>
64.	Mr. I.O. Ayinla	<i>Academic Planning Unit</i>

Management Support

As important as the Strategic Plan is to the University, the Vice Chancellor (Prof. AbdulGaniyu Ambali) and Deputy Vice Chancellor (Academic) (Prof. (Mrs.) N.Y.S. Ijaiya) found time to attend the retreat.

Outstanding Matters

Discuss the place of **SBU**s (or the equivalent) in the current plan.

Consider if we need to show case the **Work Programme** of this planning project

Discuss the adopted **Planning Horizon** and how the choice was made.

Planning Horizon

The committee decided that the Strategic Plan should retain planning duration of Five (5) years.

2 VISION, MISSION, CORE VALUES AND GUIDING PRINCIPLES

2.1 VISION

To be an international centre of excellence in learning, research, probity and service to humanity.

2.2 MISSION

To provide a world-class environment for learning, research and community service.

2.3 CORE VALUES

The following core values form the foundation on which we perform work and conduct ourselves and business/activities.

Excellence

- High quality research and teaching
- Life changing scholarship and value-based service

Integrity and Transparency

- High level ethical behaviour
- Honesty and accountability

Empathy

- Embrace compassion
- Optimizing health and well-being
- Empowering individuals

Justice and Fair-play

- Treat all individuals with dignity and respect
- Entrench justice and equity in all dealings

Innovation and Creativity

- Encourage intellectual inquisitiveness
- Promote lifelong learning

Team work

- Encourage collaboration in all operations of the University
- Promote shared values

2.4 GUIDING PRINCIPLES

Excellence through Innovation and Collaboration

We strive to attain excellence through commitment, consistency, tenacity, purposeful and innovative teaching, research and community service.

Accountability, Fairness and Justice

We are committed to probity, justice and equity as we encourage and reward honesty, loyalty and hard work among staff and students.

Accessibility, Efficiency and Quality Assurance

The University of Ilorin is keen on widening participation in quality higher education driven on optimum utilization of available resources.

Environmental Sustainability

We ensure an environment friendly culture among staff and students through Green Policy hinged on good maintenance culture.

Financial and Resource Sustainability

We actively seek other sources of funds through revenue generating ventures and the active involvement of the Alumni and the local, national and international communities.

Community Driven Development

The University of Ilorin impacts on the local, national and international communities by undertaking research aimed at solving identified problems.

Life and Property Security

We ensure a secure environment, encourage active participation in sporting activities and provide responsive health services.

2.5 Time Table

S/NO.	WORK DONE	DATE	DURATION
1.	Review of "Scaling the Heights" Strategic Plan	JANUARY TO JUNE 2014	6 MONTHS
2.	Retreat on the Formulation of Objectives and Writing of the "Soaring on" Strategic Plan	AUGUST 31 TO SEPTEMBER 4 2014	5 DAYS
3.	Editing of the "Soaring On" Strategic Plan	SEPTEMBER 2014 TO OCTOBER 2014	1 MONTH

3 ENVIRONMENTAL SCANNING AND POSITION ASSESSMENT

In this chapter, the results of environmental scanning and position assessment are outlined. The Chapter is concluded with a summary of Opportunities and Threats that are present in the environment in which the University operates as well as the Strengths and Weaknesses of the University vis-à-vis those of other major operators in the education sector.

3.1 ENVIRONMENTAL SCANNING

The University of Ilorin's environment was scanned to identify those event-shaping forces that are relevant to her operations and that of the education sub-sector in general. The scanning covered five broad areas, namely, Political and Regulatory Environment, Economic Environment, Social Environment, Technological Environment and Natural Environment.

3.1.1 Political and Regulatory Environment

3.1.1.1 Centralization of Administration

It is noticed that the university system is witnessing some developments that may shape the regulatory environment. There is clear evidence that the National Universities Commission (NUC) is expanding the scope of its supervision of universities. For instance, it introduced *Institutional Accreditation* and commenced accreditation exercise for post-graduate programmes of universities. It is also pushing forward the implementation of its resource-sharing arrangements among universities e.g. Virtual Library. Similarly, the Joint Admissions and Matriculation Board (JAMB) requires that those on remedial programmes in the universities seeking admission into any tertiary institution in Nigeria must formally register with JAMB and take its examinations. However, this did not go unchallenged.

The institutionalization of Post-UTME Screening by individual universities was the first subtle challenge to the authority of JAMB. Post-UTME Screening creates some room for individual universities to exercise some degree of control in the admission of their students. Despite some initial suggestions from some quarters that Post-UTME screening be abolished, it seems that it has come to stay.

This subtle challenge was followed by open calls for outright scrapping of JAMB. Because the forces behind these calls appear not to be powerful enough the threats to the existence of JAMB are not real and pressing. Therefore, JAMB will most likely continue to exist during the plan period. However, the increasing number and relevance of non-state (private and faith-based) providers of higher education will continue to challenge and may weaken or dilute its regulatory and supervisory authority in admission matters. The eventual outcome – though not likely within the current plan period - is likely going to enhance the space for university autonomy on admission matters.

In a related matter, it is noted that the federal government is currently considering the expansion of a few universities to *Mega Universities*. This is a major opportunity to explore during the current plan period.

3.1.1.2 Emergence of Private Universities and Increasing Popularity of NOUN

A major noticeable change in the regulatory environment of Nigerian Universities is that the federal government established 13 more universities which diluted somewhat the share of the private universities in that sector. As at August 2013, there are 129 universities in Nigeria comprising of 40 federal universities (31%), 38 state government-owned universities (29.5%) and 51 (39.5%) private universities. At beginning of the last plan period, there were 93 universities in Nigeria. Of these, Federal universities were 27 (29.0%), 32 (34.4%) were state owned while 34 (36.6 %) were private universities. Therefore, despite the 13 additional universities created by the federal government, the share of private universities increased from 36.6 per cent at commencement of the last plan period to 39.5 percent in 2013 and private investments by new entrants into this sector would probably continue during the current plan period. This suggests that private universities would likely continue to be major drivers of change in the university environment during the plan period.

However, there is no strong evidence to suggest commensurate favourable public perception of private universities in term credibility and quality. Graduates of those institutions still contend with various forms of discrimination in the labour market. Therefore, on the whole, increasing number of private universities may not constitute credible threat to the enviable position of the University of Ilorin but it is expected to heighten competition for resources needed by the University to do its business (especially experienced academic staff), it is also expected that it would be a major challenge to the supervisory resources of the regulatory authorities especially in their efforts to ensure quality control.

It is also noted that the programmes of NOUN are increasing becoming popular among would-be students which may have implications for the pricing of tuition and other fees.

3.1.1.3 Rule of Law, Transparency and Accountability

Another noticeable change in the Nigerian university environment is the emphasis put on the rule of law, transparency and accountability by the Federal Government. This would have significant implications for the ways the university will conduct its business especially in management of staff and students matters. It will also have profound implications for the ways contracts are awarded as well as procurement procedures, the ways staff employment and admissions are done.

Furthermore, it is noted that while the Federal Government has made it mandatory that unspent funds be returned to the treasury at the end of the fiscal year, the University financial year does not coincide with that of the federal government. There is the need to examine the challenges that this poses for compliance and in any event calls for timely use of funds allocated to the University.

3.1.1.4 Industrial Relations

The University has enjoyed stability in its internal industrial relations over the last decade. In the scanning process, it was noted that the local Academic Union (local ASUU) has tenuous relations with the national union. It is possible that there may be some resolution at some point. If the resolution produces an integration of local ASUU with the national body, the ability of the University of Ilorin to avoid strikes called by the national body will be threatened or weakened yet this had been a major reason behind the stability of its academic calendar for some time now for which it has been known and envied.

3.1.1.5 Professional Bodies

The creation of new faculties, departments and programmes will increase the number professional bodies that the University will deal with in the plan period. Given the assertive regulatory influence of these bodies on student enrolment capacity, admission requirements, staffing, standards for infrastructure, curriculum, etc., the new plan period may witness more strains on the exercise of its power of discretion over these issues as far as those programmes are concerned. Meanwhile, full accreditation by those professional bodies, in addition to guaranteeing some exceptions for our graduates in terms of registration with the bodies, enhances the credibility, image and recognition of the University in the job market and among stakeholders in general.

3.1.1.6 Reforms

The policy environment is still grappling with the consequences of pension reforms, monetization of fringe benefits, national health insurance and education sector reform. As it concerns pension, there is a possibility of unbundling the Pension structure such that, like the Police Pension Scheme, a separate pension scheme for universities may evolve. Irrespective of the likely outcome in this arena, the contributory pension system is unlikely to change. Even then, a number of issues are noteworthy. These are inadequacy of employer's share of pension contribution, minimal pension take home and lack of advice on credible pension fund administrators. Given that the subsequent conditions of retirees affect the corporate image of the University, these issues require adequate attention. On the issue of monetization of fringe benefits, it seems that the universities may come under increasing pressure by the federal government that they pay some portion of these allowances including the earned allowances from their internally generated revenue.

For the national health insurance under NHIS, a number of issues can be raised on the adequacy of its coverage especially for an institution with ageing workforce as well as with its referral procedures. While the National Health Insurance Scheme should be an opportunity to mitigate the challenges that emanate from health issues, a number of issues confound the system. First, the referral arrangement are delayed and complicated. Second, the system that was designed to be just is essentially unjust because of the maximum age ceiling (18 years) for dependants. Third, coverage in terms of illness is limited. To mitigate the noted gaps in NHIS the University may have to put in additional resources to sustain staff welfare at desirable level.

3.1.1.7 Political Instability and Security Challenges

The political system is still unstable given the power struggles at various levels of government and the rate at which democracy is maturing is rather slow. The current plan period will roll over an election year that may further heat up the political system. This may pose a challenge for security and law and order. Furthermore, the general spate of insecurity is assuming a different dimension with recorded terrorist attacks (e.g. by Boko Haram) on some university campuses. Therefore, in addition to the traditional sources of security concerns (e.g., cultism, civil unrests, etc.), the rising potency of amorphous violent groups has injected a vicious dimension into the security matrix.

It is also noted that the gross disparity in the remuneration of political office-holders vis-à-vis the general workers' earnings has been generating a lot of concern in the public arena. This is a challenge as it raises the level of remunerations that workers in the universities consider adequate. It also leads students to hold perverse views on the need to devoting serious efforts to their studies as well their chosen career.

3.1.2 Economic Environment

3.1.2.1 Global Economic Outlook

Available figures suggest that the growth of the global economy slowed down in 2011; world outputs grew at about 3.8% in 2011 against 5.2% in 2010. However, the USA economy – the pace-setter for others - recovered in 2011 as its outputs grew at about 2.5% in 2011 against 0.9 % in 2010 (CBN, Annual Report, 2011:53-54). The US economy has sustained this recovery path till date therefore global prosperity may be around the corner again.

3.1.2.2 Macro-economic Stability and Economic Prosperity

The Nigerian economy in the recent years recorded mild economic growth at the expense of worsening inflationary conditions. For instance, inflation that fell from 8.5 % in 2006 to 6.6% in 2007 rose markedly to 15.1% in 2008, fell marginally to 13.9% in 2009 and fell further to 11.8% and 10.3% in 2010 and 2011 respectively (see Table1). However, going by official statistics, Nigeria witnessed growth in outputs as its recorded economic growth of 6.4%, 6.0%, 7.0%, 7.9%, and 7.4% in 2007, 2008, 2009, 2010 and 2011 respectively (see Table1). On the contrary, poverty indicators worsened in the corresponding periods. For instance, poverty incidence that was estimated to be about 54.6 % in 2006 increased to 61.2 % in 2010 and to 62.8% in 2011 (see Table1 and Table 2 in the Appendix). Current situations are likely to be worse than the situations in 2011.

This overall economic outlook sharply contrasts with a picture of macro-economic stability and prosperity that it enjoyed between 2002 and 2008.

Table 3.1 Selected Macro-economic and Social Indicators

Indicators	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
GDP Growth (%)	4.6	9.6		6.6	6	6.4	6.0	7.0	7.9	7.4
Inflation Rate (%)	12.2	23.8	10	11.6	8.5	6.6	15.1	13.9	11.8	10.3
Balance of Payments(% of GDP)	-7.1	-1.6	9.6	9.99	9.63	5.46	0.81	-7.74	-5.97	0.1
External Reserves (US\$ billion)	7.68	7.47	16.96	28.28	42.30	51,333.15	53,000.36	42,382.49	32,339.25	32,639.78
Average Official Exchange Rate (N/\$)	121.00	129.40	133.50	132.15	128.65	125.83	118.53	148.90	149.74	153.85
Unemployment Rate (%)						12.70	14.90	19.70	21.40	23.90
World Bank Projected GDP Growth (%)		10.2	5.0	6.0	6.0	7.0	7.0	7.0	7.0	7.1
Incidence of Poverty	--	--	54.4	54.4	54.4	--	--	--	61.20	62.8

Sources: CBN Annual Report, 2006-2011, p.xxxix and World Bank, Macroeconomic Framework, 2007, p.15.

3.2 APPENDIX

Table 3.2: Medium-Term Macro-Economic Framework, 2005-15:7%Growth Target

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
GDP Growth (% at 1990 factor costs)	7.2	6.0	6.2	7.0	7.0	7.0	7.0	7.0	7.1	7.1	7.1
Oil	4.2	4.3	5.0	5.2	3.4	8.7	3.4	7.9	2.4	5.7	2.3
Non-oil	8.6	6.2	7.2	8.0	9.0	8.1	8.6	8.0	8.7	8.3	8.8
Gross Investment (% GDP)	20.9	24.5	26.5	28.5	30.0	31.5	34.0	35.0	35.0	35.0	35.0
Public	9.1	9.5	9.8	10.0	10.2	10.4	10.6	10.8	11.0	11.2	11.4
Private	11.8	15.0	16.7	18.5	18.8	19.6	20.9	23.2	24.0	23.8	23.6
Gross National Saving (% GDP)	33.4	32.7	32.3	30.2	28.3	29.0	29.0	31.1	30.9	30.9	30.5
Total Revenue and Grants (% GDP)	43.3	45.1	41.0	37.0	34.1	31.8	29.5	28.8	27.1	26.1	24.3
Total Expenditure and Net Lending (% GDP)	33.4	34.0	34.5	34.5	34.6	34.8	35.9	36.6	36.7	37.2	37.3
Non-oil Primary Balance (% Non-oil GDP)	-39.8	-	-	-	-	-	-	-36.7	-35.5	-35.3	-34.8
External Financing Gap (US\$ billion)	0.0	4.0	4.0	4.2	4.3	5.4	6.4	10.9	13.4	14.4	15.9
Gross international reserves (US\$ billion)	28.3	48.1	66.7	77.7	85.0	92.4	96.5	103.5	108.6	113.5	117.2
(months of imports)	8.8	14.3	15.9	15.4	15.5	15.3	14.8	14.8	14.8	14.7	14.6

Source: World Bank Staff Estimates 2007

Also, there has been a worsening of the Nigerian balance of payments for some years now. From an overall surplus of 9.63% of Gross Domestic Products (GDP) in 2006, it fell to a surplus of 5.46% of GDP in 2007 and to 0.81% of GDP in 2007. It recorded a deficit of 7.74% of GDP in 2008, deficit of 5.97% of GDP in 2009; deficit of 5.97% of GDP in 2010; in 2011 it hardly balanced it accounts with a surplus of 0.10% of GDP (see Table1). This was correspondingly reflected in marked reduction in its level of external reserves.

Furthermore, the trend in the international oil market suggests some instability lay ahead. On the supply side, a combination of the crises and unrests in the Middle East ('Arab Spring') may result in uncontrolled production of oil. For instance, the war in Syria may lead the country to over shoot its OPEC quota as its government tries to finance the war and the rebels exploit the oil fields under their command. New producers may also come on stream which could lead to a glut in the market for oil thereby exerting a downward pressure on price.

Even if this does not happen and oil prices are relatively stable, there are serious domestic capacity constraints on the Nigerian ability to export oil. Security challenges emanating from Niger-Delta militancy, oil theft and illegal refineries as well as piracy are conspiring against a robust Nigerian oil export capacity. Above all, the prevailing slow growth in the global economy and growing breakthroughs in alternative 'green' energy may generate decline in global demand for fossil fuel. Given the nation's heavy dependence on oil revenue, decline will have immediate effect on funding to universities. Beside these issues, the dynamics of federalism will exert tremendous pressure on federally allocate-able resources which may have serious implications for funding to universities. Therefore, overall, the economic outlook is not a ***sun shine***.

3.2.1.1 Research Funding

The creation of the office of DVC Research, Technology and Innovation, CREDIT as well as Research Managers for the Humanities and Science clusters has opened up access to information on funding opportunities across the world. This is in addition to existing traditional sources of research funding like the United Nations International Children Education Fund (UNICEF), United Nations Educational Scientific and Cultural Organization (UNESCO), World Bank, African Development Bank (AfDB) and other international development agencies. The external sources of funding for research are unlikely to witness dramatic change within the Plan period.

3.2.1.2 Energy, Utilities and Municipal Services

Energy will continue to be an issue during the current plan period and this is expected to have direct consequences on the activities of the University and its ability to realize its objectives. Despite its lack of popularity, full (or further partial) deregulation of petroleum prices is most likely during the current plan period resulting in increased prices for petroleum products; higher tariff regime for electricity is also to be expected as a fall out. At

present, diesel sells at between N150 and N170 per litre (see Table 3). This is a significant issue because energy use and demand within the university would continue to grow in view of the growth in student enrolments and introduction of energy-consuming facilities in the university business. On the whole, these would raise the overall cost of administration. There is the need therefore to continue to search for cheaper and more reliable sources of power and properly manage energy utilization.

On roads, it is noted that the general bad state of the Nigerian road network may worsen during the current plan period. This will make air travel attractive for staff on official engagements and increase cost of travels. Also, as states and federal governments' attention are focused on this, little help is expected from them for the maintenance of the intra-University roads. Yet the intra-University roads are ageing and require more attention than before. Similarly, it is expected that there will be increased metering of utilities like water and increased tariff.

In the same vein, because of the distance of the University from the town, transporting staff and students during the peak periods is a major challenge as well as for those having to work or study at times other than normal periods.

Table 3.2: Prices of Petroleum Products

Year	PMS (Petrol) Kobo/Litre	DPK (Kerosene) Kobo/Litre	AGO (Diesel) Kobo/Litre
1999	2000	1700	1800
2000	2200	2400	2400
2001	2600	2400	2600
2002	2600		
2003	4200		
2004	4990	4800+	5200
2005	6500	6900	6200
2006	6500	7600	8000
2007	7000	5000	8000
2008	7000	5000	8000
2009	7000		
2010	7000		
2011	9700	12500	12000
2012	9700	12500	14000
2013	9700	12500	14000

Source: NNPC Annual Statistical Bulletin (Various Issues) and known pump prices

3.2.1.3 Food Crisis

The global food crisis and its dimension in Nigerian context have not abated and may continue to challenge the capacity of the University and other actors in the Nigerian economy. Opportunities for research and collaboration with other national and international actors in this sector are enormous and useful. Of particular note, however, is the increasing threat from activities of pastoralists to normal and research farms within the University territory. Also, becoming important is the increasing incidences of stealing of cattle en mass from cattle ranch by armed pastoralists in Ilorin environment.

3.2.1.4 Financial Sector Reforms

The financial sector reforms that began in 2005 have continued to produce significant developments in the sector. Though the early phase of the bank consolidation were state-induced and were largely CBN-driven, the subsequent phases are market-induced. It is still difficult to judge the internal health of the financial institutions from their outward appearance. For Instance, it was difficult for an outsider to know that banks like Union, Oceanic, PHB and Intercontinental were troubled. This calls for care in the choice of banks that the university will be dealing with.

The movement along 'cashless' financial system that is driven by e-transaction is already gathering momentum and may intensify its momentum during the plan period. Centrally harmonized salary payment via the Integrated Personnel and Payroll Information System (IPPIS) may also be fully implemented for the universities during the current plan period. This exposes the system to enlarged risks in various forms and high probability of fraud especially at the initial stage when we shall all be learning. The University should get prepared for cases of wrong posting, misapplication (e.g. of tax remittances to FIRS, etc.), identity theft and deliberate fraud that may result from the system and some time come with litigations.

3.2.1.5 Procurement

The enactment of the Public Procurement Act of 2007 as a regulatory framework for the public sector will continue to influence the way the University conducts its business.

3.2.1.6 Unemployment

The latest figure available on unemployment is that for 2011 and this reveals that in 2011, unemployment rate was about 23.9 per cent up from 21.4 per cent in 2010. The corresponding figures for 2007, 2008 and 2009 were 12.7 per cent, 14.9 per cent and 19.9 per cent respectively (CBN, Annual Report, 2011; also see Table 1). Based on causal empiricism the figures for 2012 will most likely be higher than 23.7 per cent. This high level of unemployment in the Nigerian labour market will continue to challenge the economy and the university system. Employers of labour appear to be saying that some of the graduates of the universities or of our educational system in general lack the skills and knowledge demanded by them.

Entrepreneurial training has become a required course for all students throughout the University. However, the environmental scan reveals that there are other entrepreneurial training models that are more practical oriented than the current model adopted in the University. Opportunities exist for redesigning our model to reduce unemployment among our graduates. Similarly, the wise universities are, on continually basis, reviewing the contents of their courses/delivery process, programmes and curriculum to ensure they are tailored towards the needs of the labour market or towards their being self-reliant or job creators - a trend that is more pronounced in the private and new-generation universities.

3.2.2 Social Environment

Social issues identified in the University environment include decaying value system and corresponding social vices, health issues, sport and recreation, right issues and image perception.

3.2.2.1 Social Vices

Various forms of social vices continue to plague the Nigerian society and University Community. General moral decay and a desire to circumvent rules have produced heightened levels of acts of misconduct such as admission racketeering, advance fee fraud, examination malpractices, and other forms of social malaise. The current plan period may experience increasing potency and sophistication of these vices among staff, students and the larger society.

3.2.2.2 Health Issues

The number and intensity of health issues are expanding rapidly. Some ailments that were previously unpopular are assuming disturbing proportion. HIV/AIDS remains a major issue that should continue to attract adequate attention during the plan period especially among students who are among the most vulnerable groups. Added to this are diabetes, hypertension, asthma and cardiovascular diseases. Yet, because of flaws in NHIS earlier noted, workers and the families may have to incur catastrophic health expenditure to obtain good care. These may pose a major challenge to the overall efforts to improve the welfare of staff and their families.

3.2.2.3 Sports and Recreation

The environmental scanning process revealed that there was massive upgrading of sports infrastructure and recreation facilities in the University which climaxed with the successful hosting of the West African University Games (WAUG). The University Parks and Zoo have also been upgraded bringing along abundant opportunities for recreation. However, challenges exist in the area of maintenance and making use of the facilities which are prone to rapid deterioration.

3.2.2.4 Rights Awareness

Nigerian citizens, including staff and students of the University, are more informed and conscious of their rights than before. This is more so in this age of globalization. Human right issues and related matters are likely to increase during the current plan period.

3.2.2.5 Public Image

The image of the University before public is mixed. On one hand there is the favorable public image that accrues from its stable academic calendar that continues to make the University the preferred institution of choice for parents and prospective students. However, on the other hand, there is the general perception by the public that the University of Ilorin operates a pervasive patronage system. It is perceived that one cannot get anything there except you know somebody there – be it admission, employment or contact – a place where clannish, ethnic, state or religious chauvinism is the order of the day. Year-on-year growth in admission applications will continue to exert pressure on the University's internal mechanisms, which unless properly managed, may sustain this unfavourable image of a system where things work mainly through patronage. There is also a general belief that the University is lawless and does not obey court decisions that do not favour it.

3.2.3 Technological Environment

3.2.3.1 Information and Communication Technology (ICT)

ICT has become an integral component of teaching, research and community service worldwide. Today, ICT application to teaching, research and community service has reached an advanced stage in virtually all activities of some universities that are fully automated. This trend is expected to continue into the future. It is observed that universities that are currently centres of excellence apply up-to-date ICT to teaching, research, general administration and other services. The application of ICT to the delivery of learning products has made possible a number of e-learning opportunities which now compete with the conventional products of the university. Furthermore, it is observed that social media (e.g. Facebook, etc.) are increasingly becoming popular as a means of sharing information and ideals among students, parents and staff. This underscores the need for openness and transparency in everything the University does.

In line with these developments, the University has invested in ICT infrastructure leading to the deployment of fiber-optic cables across the campus which, in addition to wireless facility, should aid teaching, research and community service. A synergy of these cyber platforms should accelerate the desire of the University to go 'paperless' in all its activities thereby saving cost and protecting the environment. The University has also subscribed to the Nigerian Research Education Network (NIGREN) connecting 27 Federal Universities, NUC and the CVC Secretariat to help promote collaborative teaching, research and community service. The current thinking by the University that each student need to own a computer in order to take maximum advantage of the emerging e-learning platforms should be carefully planned and considered so as not to deny the very poor access to education.

3.2.4 Natural Environment

3.2.4.1 Environmental Degradation

The global threat to the environment resulting from global warming and its attendant consequences is of concern to the University. The desire for a clean, attractive and scenic environment would be a focal point in the plan period. Opportunities exist for research and collaboration with national and international bodies in this arena.

3.2.4.2 Land Resources

The University is blessed with massive land area which presents immense opportunities for agriculture and other productive ventures. As long as land constitutes a valuable component of production function, the University would be faced with the task of maximizing the potentials that abound in its expansive land area. However, the tendency for encroachment, illegal grazing by pastoralists and security threats are unlikely to decline in this plan period. It is also noticed that *taungya* farming system or a variant of it (in crop production along tree planting) presents an opportunity to wisely utilize the University vast land resources.

3.2.5 Summary of Opportunities and Threats

The opportunities and threats identified during the environmental scanning are outlined below:

S/NO	OPPORTUNITIES	REMARKS
1.	Virtual library.	Availability of vast resources for staff and students
2.	Institutionalization/acceptance of POST UTME.	Opportunity for quality control in admission processes and internally generated revenue.
3.	Selection by Federal Government for Mega University status.	More patronage
4.	Good labour market image for our graduates.	Simulate interest students interest to learning.
5.	Research funding opportunity.	Existence of research structures to avail staff of funding opportunities.
6.	Food crisis	Opportunity for research
7.	Availability of sport and recreation facilities.	Gym and the Zoo have been upgraded
8.	Stable academic calendar	Opportunity for planning and higher patronage.
9.	Top ranking.	Improvement of image and increased patronage
10.	Availability of e-learning facilities	More resources available
11.	Robust ICT facilities.	Facilitate general processes
12.	Wider opportunities for Collaborative opportunities for teaching and research	Internal structure (Research Manager/DVC R&TI) is supportive of Collaborative opportunities for teaching and research
13.	Use of social media in teaching	

G14.	Vast land resources	
15.	Environmental degradation (Global warming and clean environment)	Research opportunities with National and International bodies
16.	Possibility of Taungya farming system	
S/No	THREATS	REMARKS
1.	Postgraduate accreditation.	Some programmes may lose accreditation
2.	Establishment of private and state universities.	
3.	Rule of law, transparency and accountability?,	
4.	Possibility of integrating of the local chapter of ASUU to national ASUU?.	
5.	The existence of professional bodies.	
6.	Monetization of fringe benefit and the trends requiring the Institution to use part of it IGR to fund some of the earned allowances.	
7.	Political instability and security challenges.	
8.	Salary disparity between political holders and other government workers.	
9.	Increasing incidence of poverty and economic stagnation.	
10.	Increasing the incidence of unemployment.	
11.	Decaying value system and associated social vices	
12.	High likelihood of energy prices as a result deregulation of the energy set up.	
13.	Bad road network leading to people alternative move.	
14.	Ageing intra university road.	
15.	Metering water resources and increased tariff	
16.	Transportation of students at peak period	
17.	Treat from pastoralists and research farms and increasing incidences of stealing cattle en mass.	
18.	Less certainty about safety status of banks.	
19.	Cashless financial system and fraudulent society	
20.	Centrally harmonized salary payment via integrated personnel and payroll information system(IPPIS).	Higher risks of fraud identity theft, errors and litigation.
21.	Public Procurement Act of 2007 to continue	
22.	Higher unemployment rate	Employers comment includes lack of skills and knowledge demand from graduates of Nigerian universities
23.	Existence of entrepreneurial training models that are more practical oriented than the current model in the university	
24.	Ageing University staff with increase incidence of age related illnesses	

25.	Pervasive patronage system	
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3.3 INTERNAL ANALYSIS AND POSITION ASSESSMENT IN THE TERTIARY EDUCATION SECTOR

4.0 INTERNAL ANALYSIS AND POSITION ASSESSMENT

3.4 4.1 Major Competitors

The identified major competitors in the education sub-sector are as listed below:

- i. Federal Conventional Universities.
- ii. Federal Specialized Universities.
- iii. Research and Development Institutions / Units of Industry.
- iv. Internet as alternative sources of information.
- v. Distance Learning (DL)–(Open University, e-learning e.g., Phoenix University, Arizona, U.S.A.)
- vi. State Universities.
- vii. Private Universities.
- viii. Units of Industry, etc.

4.2 STATUS ANALYSIS OF THE UNIVERSITY OF ILORIN

Based on the records obtained from relevant organs of the University administration, the underlisted are records as at 2012/2013 academic session:

(A) Student Population

(i) Total Population

A total number of 30,685 students were in the University. Of this were 27,210 Full-time and Part-time 3,475 as at 2012/2013 session.

(ii) Male / Female percentage (Male-17,525 and Female-13,160)

The percentage of female in the total student population was 42.89% while that of male students was 57.11%.

(iii) **Population of Full-Time Undergraduates**

The population of undergraduates was 22,163. That was, 72.23% of the total population of Students as at 2012/2013 academic session

(iv) **Population of Full- Time Postgraduate**

The Postgraduate student population of the University was 3,192 as at 2012/2013 representing 10.40% of the total student population.

(v) **Population of Preliminary Studies and Immersion Students**

The University had a total population of 1855 students in the Preliminary Studies and Immersion programmes as at 2012/2013 representing 6.05% of the total student population.

(B) **ACADEMIC STATUS AND RATING**

(i) **Accreditation Status**

As at 2012/2013 session, the University of Ilorin presented 48 programmes for the NUC accreditation exercise with all getting FULL accreditation, while six programme are due for initial accreditation. Table 5 shows the accreditation status of the University academic programmes.

Table 5: Programme Accreditation Status

	FULL	MATURED FOR INITIAL ACCREDITATION
1	Agricultural Engineering (now Bio-systems and Agricultural Engineering)	
2	Agriculture	
3	Anatomy	

	FULL	MATURED FOR INITIAL ACCREDITATION
4	Arabic	
5	Arts Education	
6	Biochemistry	
8	Business Administration	
9	Chemistry	
10	Christian Studies	
11	Civil Engineering	
12	Common and Islamic Law	
13	Common Law	
14	Comparative Religious Studies	
15	Computer Science	
16	Economics	
17	Educational Guidance and Counselling (now Counsellor Education)	
18	Educational Management	
19	Educational Technology	
20	Science Education	
21	Electrical Engineering	
22	English	
23	Finance	
24	French	
25	Geography	
26	Geology and Mineral Sciences	
27	Health Education	
28	History	
29	Industrial Chemistry	
30	Islamic Studies	
31	Mass Communication	
32	Mathematics	

	FULL	MATURED FOR INITIAL ACCREDITATION	
33	Mechanical Engineering		
34	Medicine (MBBS)		
35	Microbiology		
36	Performing Arts		
37	Physical Education (now Human Kinetics Education)		
38	Physics		
39	Physiology		
40	Plant Biology		
41	Political Science		
42	Social Sciences Education		
43	Sociology		
44	Statistics		
45	Yoruba		
46	Zoology		
47	Accounting		
	Linguistic		
		Chemical Engineering	
		Food Science	
		Home Economics	
		Information & Communication Sciences	
		Library and information Sciences	
		Telecommunication Sciences	

(C) **STAFF**

1. Total Number of Staff

The total population of academic and non-teaching staff in the

University was 3,209 as at the 2012/2013 session.

2. Academic Staff

The University had academic staff strength of 1064 comprising 242 (22.74%) Professors/Readers, 241 (22.65%) Senior Lecturers and 581 (54.61%) Lecturers I and below.

3. Non-Teaching Staff

(i) Senior Administrative Cadre

The University had a senior administrative staff strength of 768 as at 2012/2013 out of which 17 (2.21%) were on CONTISS 14-15, 84 (10.94%) on CONTISS 12-13, 164 (21.35%) on CONTISS 09-11 and 503 (65.50%) on CONTISS 06-08.

(ii) Senior Technical Staff

The total number of senior technical staff in the University was 329 as at 2012/2013 session, representing 10.25% of the total staff strength.

(iii) Junior Staff

The total population of junior staff in the University was 1,048 as at 2012/2013, that is, 32.66% of the total staff strength.

4. Gender Representation

The University continues to be gender-sensitive in staff recruitment. Of the 3,209 University staff, 2,278 (71%) are male while 981 (29%) are female.

There are 851 (80%) male and 213 (20%) female academic staff in the University. The 2,145 non-teaching staff is consist of 1,437 (67%) males and 708 (33%) females.

(D) FISCAL MATTERS

**Table 6: Federal Government Funding and Internally Generated Revenue:
2008/2009 to 2012/2013)**

Year	Federal Government funding	% of Federal Government funding over Total Income	Internally Generated Revenue	% of Internally Generated Revenue Income	Total Income.
2008/2009	3,044,823,645	81.43	694,195,000	18.57	3,739,018,705
2009/2010	5,216,113,442.82	86.76	795,750,000	13.24	6,012,040,634.45
2010/2011	4,575,986,070.72	80.64	1,098,359,744.45	19.36	5,674,345,815.17
2011/2012	5,179,946,804.18	81.40	1,183,730,029.27	18.60	6,363,676,833.45
2012/2013	6,799,906,027.67	84.16	1,279,722,130.59	15.84	8,079,628,158.26

3.4.1 Summary of Strengths & Weaknesses

In summary, the following strengths and weaknesses of the University were identified:

	IDENTIFIED STRENGTHS	PROVISION FOR ENHANCEMENT
1	Central location of the University in Nigeria and gateway between the North and South-West	The location of the University in the North Central (middle belt) zone of Nigeria is an opportunity to attract students and staff from all parts of the world which would enhance the heterogeneity of its workforce and students to the advantage of the University
2	Location within a rapidly growing city	The location of some strategic Government parastatals (e.g ARMTI, MINILS, NCAM etc) in Ilorin with mandates that would facilitate the work of the University will continue to be of advantage in the area of research
3	Conducive environment for learning because of its distance from the city centre	The physical distance of the University from the city provides a serene and quiet environment conducive for learning
4	Availability of dedicated and qualitative staff, both academic and non-teaching. Over 75% of academic staff has Ph.D. degree	The University will continue to invest in the development of the existing staff so as to maintain and enhance quality and standards. It will also ensure competitiveness in its recruitment exercise.
5	Town and Gown relationship has been very cordial	The Gown will continue to be more active in Town activities so as to maintain the existing cordial relationship
6	Large expanse of land available to the University with a lot of untapped natural resources for investment will be of future benefit for the University	Vast land, which can be utilized for commercial agricultural projects, hotels and student hostel development can attract prospective investors to the University
7	Community-Based Experience Service (COBES), the unique programme of the College of Health Sciences which has attracted the attention of the World Health Organisation (WHO) has been extended to other disciplines.	This will continue to be funded maintained and encouraged.

	IDENTIFIED STRENGTHS	PROVISION FOR ENHANCEMENT
8	The culture of prompt completion of physical projects	This will continue to be maintained and encouraged such that the University will sustain the culture of not having abandoned projects
9	Postgraduate programmes in terms of quality and output when compared with other Universities	The quality will continue to be maintained and encouraged, while the output in terms of completion period will be closely monitored
10	Chief Executives with foresight and dynamic leadership styles	This will continue to be maintained and encouraged
11	The use of Committee System enhances the quality of decision-making	This will continue to be maintained and encouraged. The College, Faculties, Departments and Units will be made to conform with the Committee System
12	Prudent management of scarce resources.	This will continue to be maintained and encouraged at all levels of University administration
13	Cordial relationship with the Alumni.	The University will continue to encourage and strengthen the relationship
14	Cordial relationship with the Staff and Student Unions	The University will continue to maintain and encourage the relationship and explore other areas of collaboration
15	The University has full accreditation in 46 out of its 47 academic programmes	Full accreditation status of all its academic programmes will continue to be the goal of the University
16	A wide range of academic programmes at both undergraduate and postgraduate levels in response to societal need.	The University will sustain full accreditation of all its programmes
17	Existence of academic and research support centres to enhance cutting edge research.	These centres will be fully equipped with the necessary human and material resources to fulfil their set objectives and enhance the academic standard.
18.	Potential to generate funds internally empowers the University to achieve more of its objectives	The University will continue to explore more sources for internally generated funds and use such funds judiciously

	IDENTIFIED STRENGTHS	PROVISION FOR ENHANCEMENT
19	Online registration and payments of all fees.	The University will continue to sustain improve and work towards achieving its paperless advocacy and cashless campus.
20	Robust ICT facilities	The University will maintain the existing ICT infrastructures and ensure that all classrooms are ICT compliance.
21	High Institutional ranking by both relevant National and International bodies	The University will work towards improving its International ranking.
22	Financial transparency	The University will sustain its financial transparency through the auditing system as well as publication of its weekly financial digest.
23	Availability of effective communication systems	The University will sustain and improve the existing communication systems

	IDENTIFIED WEAKNESSES	MITIGATING FACTORS
1	Inadequate human capacity development schemes	mentoring and intensive training of staff
2	Poor motivation and reward system	Prompt recognition of good performance, regular promotion of deserving staff
3	Sectional allegiance such as strong religious and ethnic affinities	Seminars and lectures on unity among relevant stakeholders should be encouraged.
4	Poor municipal services	Improved transportation, power, road network and water supply to the Campus, e.g., involvement of commercial transporters, central standby power supply and efficient management of the new water treatment plant
5	Inadequate funding for research / modern equipment	Setting aside reasonable percentage of internally generated revenue for research purposes yearly. Collaborative research to be encouraged and proposal implementation and dissemination of findings to be monitored. Encouraging staff to sourcing for research grant.

	IDENTIFIED WEAKNESSES	MITIGATING FACTORS
6	Inadequate hostel accommodation	Encouragement of alumni, corporate and high net-worth individuals to provide more hostels. Provision of more hostels by the University as well as on Build, Operate and Transfer (BOT) basis
7	Inadequate library space, books and journals	<ul style="list-style-type: none"> • Increasing the percentage of funding to the Library • Subscription to more journals, e-books, e-journal and collaboration with more virtual libraries • Encouraging staff and students to use virtual library resources • Encouraging active participation of Alumni, corporate bodies and individuals in the provision of library books and journals • More aggressive book acquisition efforts (home-based, national and international) • Ensuring adequate management and security measures for Library materials • Encourage Faculty library as well as expanding the central sitting capacity of the main library.

3.5 PLANNING ASSUMPTIONS

After a due consideration of the outcome of environmental analysis as well as the outcome of internal position assessment, some planning assumptions are made. The planning assumptions form part of the inputs into the process of strategy formulation. These planning assumptions are:

- Peaceful political environment in which the University can function effectively.
- Continued stability in academic calendar through sustained industrial harmony in the system.
- Enabling government policies.
- Macro-economic stability and economic prosperity for proper funding of teaching, research and other University activities.
- Absence of disruptive public health issues.
- Applying the rule of law and transparency in all University transactions.
- Full accreditation of all academic programmes by NUC and relevant professional regulatory bodies.
- Availability of regular supply of energy to drive University functions and activities.

- Adequate and functional municipal services.
- Subscription of staff and students to socially acceptable behaviour.
- Functional ICT backbone to drive all University functions and activities.
- That the University land is protected against encroachment, illegal felling of trees and quarrying.
- A serene, peaceful and clean environment conducive for academic pursuit at all times.

4 GOALS AND OBJECTIVES

4.1 GOALS

During the planning period the following goals shall be pursued:

- Goal 1: Encourage the advancement of knowledge
- Goal 2: Deploy ICT facilities in core university functions
- Goal 3: Promote Probity, Equity and other core values
- Goal 4: Produce High world class graduates
- Goal 5: Foster internationalization, partnership & linkages
- Goal 6: Promote effective and efficient Human Resource Management
- Goal 7: Increase Revenue Generation
- Goal 8: Contribute to Environmental sustainability
- Goal 9: Scale-up availability and maintenance of infrastructural facilities in the University
- Goal 10: Enhance welfare services for staff and students
- Goal 11: Ensure a safe and secure University Community and participation of all Stakeholders
- Goal 12: Contribute to the prevention and control of the HIV/AIDS & other Public Health Issues

4.2 OBJECTIVES

The strategic objectives corresponding to each of the strategic goals are outlined in this Section.

Goal 1: Encourage the advancement of knowledge

1. To improve the research output of the University
2. To create five new University-Industry linkages
3. To promote an engendering environment with at least an annual award-winning research per faculty **annually** at National/International levels during the plan period
4. To ensure that at least three Faculties per year produce Journals that are globally rated
5. To commercialise University research outputs
6. To modernise and increase the capacity of the Library
7. To restructure academic programmes in line with global trends
8. To develop instructional materials
9. To create opportunities for cross-cultural academic exchange
10. To increase access to education through Open and Distance Learning (ODL)

Goal 2: Deploy ICT facilities in core university functions - problematic

1. To strengthen governance and coordinating roles of COMSIT – (1)-(7) more of strategies
2. To ensure that the ICT infrastructure of the University are functional real time
3. To ensure that the University campuses are connected by optical fibre cables
4. To ensure that all staff have access to timely information
5. To ensure sustainable real-time web content management
6. To ensure Institutionalisation of students' Portals

7. To deploy an enterprise system that would integrate the administrative functions of the University
8. To enhance ICT capacity of all staff and students

Goal 3: Promote Probity, Equity and other core values

1. To have a document containing the Vision, Mission and Core Values of the University
2. To entrench the principles of equity, fairness and justice at all times
3. To ensure that staff recruitment and students' admission reflect Federal Character
4. To uphold the Federal Government's action on employment and admission of the physically challenged
5. To sustain and improve on the support facilities for the physically challenged
6. To ensure that University awards are given to persons who promote the University's core values.

Goal 4: Produce High world class graduates

1. To sustain and improve on global competitiveness of the graduates of University of Ilorin
2. To reduce deviant behaviours among the students' population
3. To promote excellence in learning
4. To ensure that all Alumni are captured in the University database
5. To improve employability of University graduates
6. To accommodate more students on the university campus
7. To improve learning conditions and ensure readiness for accreditation of all our programmes at all times
8. To encourage volunteering amongst students
9. To encourage the students to engage in community services

Goal 5: Foster internationalization, partnership & linkages

1. To sustain and improve existing linkages
2. To increase the number of staff and students for exchange programmes
3. To assist students with industrial training placements and Community Based Experience and Services (COBES)
4. To assist Unilorin Alumni with job placement
5. To Promote research and development activities with institutions and organisations
6. To sustain the sourcing of external examiners from foreign universities
7. To provide a conducive and secure environment for international staff

Goal 6: Promote effective and efficient Human Resource Management

1. To ensure that appointments are competitively made
2. To ensure that all new staff are taken through an orientation programme within two weeks of assumption of duties
3. To ensure that all new staff are trained on computer appreciation
4. To ensure adequate office accommodation for staff
5. To ensure that staff promotions continue to be merit-based
6. To ensure adequate remunerations for services provided by staff
7. To ensure proper disciplinary procedures

8. To ensure regular training and re-training of staff

Goal 7: Increase Revenue Generation

1. To improve the existing endowment drive of the University to attain at least N10b at the end of the plan period
2. To improve Alumni participation in University funding to attain at least N500m annually
3. To enhance the capacity of University Resource Development and Management Board (URDMB) to generate a minimum of N10b over the Plan Period
4. To encourage University staff to attract Funds/Projects/Grants/Equipment to the University to the tune of N1b p.a.
5. To attract developers to construct more hostels to accommodate at least 20,000 students
6. To manage efficiently and effectively all the part-time, sandwich degree and subdegree programmes to generate more revenues to the tune of N2b annually

Goal 8: Contribute to Environmental sustainability

1. To upgrade the environmental management policy
2. To beautify the environment
3. To maintain a hygienic environment
4. To promote awareness in the University on environmental-friendly practices

Goal 9: Scale-up availability and maintenance of infrastructural facilities in the University

1. To ensure sustenance of the existing facilities
2. To generate energy for the use of the University
3. To ensure constant water supply on the campus by treating 4000 m³ per day
4. To maintain the existing roads and provide new access
5. To improve the transportation system in the University
6. To digitise the Master Plan of the University
7. To upgrade the Central Research Laboratory
8. To upgrade and establish Laboratories in all Departments
9. To upgrade the Equipment Maintenance Centre (EMC)
10. To provide a Library in each Faculty

Goal 10: Enhance welfare services for staff and students

1. To ensure adequate health care for all staff and students
2. To ensure participation in sports activities by staff and students
3. To continue the prompt payment of salaries, allowances and benefits of staff
5. To provide welfare packages for the physically challenged staff and students
6. To provide additional hostel accommodation spaces for students
7. To ensure that staff serve as mentors/advisers to the students
8. To provide adequate counselling services for both staff and students
9. To encourage participation in the work-study programme

Goal 11: Ensure a safe and secure University Community and participation of all Stakeholders

1. To ensure an effective and efficient campus security system
2. To ensure prompt response to all distress calls
3. To widen the scope of the security network of the University
4. To ensure identification of culprits of all crimes in the University community
5. To involve stakeholders in the security activities of the university
6. To improve fire safety measures in the University
7. To improve awareness on the dangers of cultism and other vices among staff and students
8. To prevent expelled students from loitering on the campus

Goal 12: Contribute to the prevention and control of the HIV/AIDS & other Public Health Issues

1. To ensure that all members of the University community are aware of HIV/AIDS and other public health issues
2. To ensure that the University funds research on all activities relating to HIV/AIDS pandemic and other public health issues
3. To partner with at least two National / International agencies on the prevention and control of HIV/AIDS and other public health issues
4. To ensure early detection of communicable and non-communicable diseases (Hypertension, Diabetes, Hepatitis, Cancers, etc.) among university community members
5. To strengthen occupational health services, targeting university staff

5 GAP ANALYSIS

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
GOAL 1: ENCOURAGE ADVANCEMENT OF KNOWLEDGE			
1. To improve the research output of the University	The University has improved on research output by 50%	100% Output	50%
2. To create five new University-Industry linkages	The University has linkages with two industries.	Linkages with five industries	Three linkages
3. To promote an engendering environment with at least an annual award-winning research per faculty annually at National / International levels during the plan period	The University has one local annual award-winning research.	One national annual award-winning research and one international annual award-winning research per Faculty.	One national annual award-winning research. One international annual award-winning research per Faculty.
4. To ensure that at least three Faculties per year produce Journals that are globally rated	Every faculty has at least one journal and the university has one that is globally rated	At least three Faculties per year should produce Journals that are globally rated	At least three faculties per year should produce two more journals that are globally rated.
5. To commercialise University research outputs	Efforts are on-going to commercialise university research outputs.	To commercialise all University research outputs	University research outputs yet to be commercialized.
6. To modernise and increase the capacity of the Library	The University library has capacity for two thousand users. The University library is partially automated.	To provide modernized and improve library facilities	Modernised, well equipped and fully automated library
7. To restructure academic programmes in line with	All old programmes have been	Enhancement and restructuring of all academic programmes by	Enhancement and restructuring of new

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
global trends	restructured	2015.	academic programmes
8. To develop instructional materials	Academic course wares for most Faculties are on line	ICT compliant lecture theatre/rooms	No ICT compliant lecture theatre/rooms
9. To create opportunities for cross-cultural academic exchange	University of Ilorin has 163 Non-Nigerian students and 44 Non-Nigerian staff. The University has 60 linkages with institutions and organization across the globe.	5% of the total student enrolment should be non-Nigerians	Pursue to the desired target to minimum of 1000 international students
10.To increase access to education through Open and Distance Learning (ODL)	Open Distance Learning (ODL) is at planning stage	ODL programme should be implemented	ODL not yet fully operational.
GOAL 2: DEPLOY APPROPRIATE AND ADEQUATE ICT FACILITIES IN CORE UNIVERSITY FUNCTIONS			
1. To strengthen governance and coordinating roles of COMSIT	COMSIT is functioning	Better provision of services by COMSIT	Low utilization of IT facilities by staff and none ICT compliant lecture theatres/ rooms.
2. To ensure that the ICT infrastructure of the University are functional	NOC is fully functioning	Better performance by NOC	Completion of optical fibre cables.
3. To ensure that the University campuses are connected by optical fibre cables	The University is 50% connected to optical fibre cables	The University should be 100% connected to optical fibre cables.	50% completion of optical fibre cables.
4. To ensure that all staff have access to timely information	The University provides timely information through SMS, University Bulletin, Unilorin FM Radio and through the University website and e-mail.	Prompt and timely delivery of information	No gap
5. To ensure sustainable real	COMSIT manages the University website.	Sustainable real time web content management	No gap

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
time webcontent management			
6. To ensure Institutionalisation of students' Portals	COMSIT manages the students' portals	Sustainable students' portal management	No gap
7. To deploy an enterprise system that would integrate the administrative functions of the University	Limited to students registration and payment	Administrative transactions fully e-transactions.	Total administrative computerisation
8. To enhance ICT capacity of all staff and students	Staff members have been trained on usage of ICT facilities. Provision of Tablets to students and staff.	Efficient and effective ICT skills among staff and students.	Better use of ICT by staff and student. Staff should be encouraged to own ICT facilities.
GOAL 3: PROMOTE PROBITY, EQUITY AND CORE VALUES			
1. To have a document containing the Vision, Mission and Core Values of the University	The University has relevant documents that contain information on Mission, Vision and Core Values of the University.	Efficient pursuit of the University Mission, Vision and Core Values.	No gap
2. To entrench the principles of equity, fairness and justice at all times	The University uphold principles of equity, fairness and justice.	Entrenchment of principles of equity, fairness and justice at all times.	No gap
3. To ensure that staff recruitment and students' admission reflect Federal Character	The University ensures compliance with the principle of Federal Character.	Sustenance of the principle of Federal Character.	No gap
4. To uphold the Federal Government's action on employment and admission of the physically challenged	Qualify special candidates are employed and offered admissions.	Attainment of 1% provision of admission quota to qualified special candidates	No gap
5. To sustain and improve on	The University has a support	Sustenance of support services	No gap

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
the support facilities for the physically challenged	service centre for the deaf and counselling centres for other special students.	for special students.	
6. To ensure that University awards are given to persons who promote the University's core values.	University awards are given to the deserving staff and student on yearly basis	Sustenance of awards to the deserving staff and students.	No gap
GOAL 4: PRODUCE GLOBALLY-COMPETITIVE GRADUATES			
1. To sustain and improve on global competitiveness of the graduates of University of Ilorin	The University of Ilorin graduate compete favourably with graduates from other Universities.	To ensure that Unilorin graduates are globally competitive by 2016.	No gap
2. To reduce deviant behaviours among the students' population	Cases of deviant behaviours have been reduced by 30%	To reduce to deviant behaviours least 70%	40%
3. To promote excellence in learning	Appropriate facilities have been put in place to sustain 60% excellence in learning.	To achieve 100% in excellence learning	40%
4. To ensure that all Alumni are captured in the University database	5% of the Alumni population have been captured in Unilorin data base.	To achieve 25% coverage by 2018.	20%
5. To improve employability of University graduates	Technical and Entrepreneurship Centre has been established to achieve 20% employability of Unilorin graduates.	To achieve 60% employability of Unilorin graduates.	40%
6. To accommodate more students on the university campus	15% of Unilorin students are currently accommodated on Campus.	To achieve 30%.	15%

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
7. To improve learning conditions and ensure readiness for accreditation of all our programmes at all times	60% of lecture theatres and classrooms have been renovated to improve learning environment.	To achieve 100% rehabilitation lecture theatres and classrooms	40%
8.To encourage volunteering services amongst students.	1% of Unilorin students engage in volunteering services.	To achieve 10% volunteers amongst students.	9%
9.To encourage the students to engage in community services.	40% of Unilorin students engage in community services.	To achieve at least 50%	10%
GOAL 5: FOSTER INTERNATIONALISATION, PARTNERSHIPS AND LINKAGES			
1. To sustain and improve existing linkages	The University has 60 international linkages	To attain 80 international linkages	20 international linkages
2. To increase the number of staff and students for exchange programmes	The number of staff on exchange programme is currently 1 per faculty, while that of student is 2.	To increase the number of staff on exchange programme to 2 per faculty, while that of student to 10.	1 staff and 8 students.
3. To assist students with industrial training placements and Community Based Experience and Services (COBES)	Most professional course enjoy placement SIWES and COBES at 50%.	All relevant courses should partake in SIWES and COBES to 70%	20%.
4.To assist Unilorin Alumni with job placement	University assists at least 20 Unilorin Alumni to secure employments in different organisations per annum.	Ensure job placement for 30 Unilorin Alumni per annum.	10
5. To Promote research and development activities with institutions and organisations	The University has research linkages with 20 institutions and organisations	Ensure research and development activities with 20 institutions and organisations	No gap
6.To sustain the sourcing of external examiners from	Every faculty in the University has at least one external examiner from foreign	Ensure that every faculty has at least one external examiner from	No gap

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
foreign Universities.	universities	foreign universities.	
7. To provide a conducive and secure environment for international staff	The University provides a conducive and secure environment for all international staff	To sustain provision of conducive and secure environment to all international staff.	No gap
GOAL 6: ACHIEVE EFFECTIVE AND EFFICIENT HUMAN RESOURCE MANAGEMENT			
1. To ensure that appointments are competitively made	80% of the appointments were competitively made by the University.	To attain 90% competitive appointments.	10%
2. To ensure that all new staff are taken through an orientation programme within two weeks of assumption of duties	90% of new staff members are given orientation within two weeks of resumption of duties.	To ensure that 100% of new staff are given orientation within two weeks of resumption of duties.	10%
3. To ensure that all new staff are trained on computer appreciation	100% of new staff to acquired skills in computer.	To ensure that all new staff are trained on computer appreciation	No gap.
4. To ensure adequate office accommodation for staff	The University provides office accommodation to 80% its staff.	To achieve 90% adequate office accommodation for staff.	10%
5. To ensure that staff promotions continue to be merit-based	The University ensures that 90% of staff promotions are based on merit.	To ensure that staff promotions continue to be merit-based	No gap
6. To ensure adequate remunerations for services provided by staff	The University ensures that staff members are remunerated for services provided.	To ensure adequate remunerations for services provided by staff	No gap
7. To ensure proper disciplinary procedures	The University upholds proper disciplinary procedure in 85% cases of indiscipline/misconduct.	To achieve 90% efficiency in handling cases of indiscipline or misconduct.	5%
8. To ensure regular training and re-training of staff	The University organises training and re-training for 40% of its staff members.	To ensure regular training and re-training of 50% of its staff	10%

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
GOAL 7: INCREASE REVENUE GENERATION			
1. To improve the existing endowment drive of the University to attain at least N10b at the end of the plan period	The University achieves at least N500m from endowments	To improve the existing endowment drive of the University to attain at least N10b at the end of the plan period	N9.5b
2. To improve Alumni participation in University funding to attain at least N500m annually	The Alumni funded the University to the tune of 10m annually.	To improve Alumni participation in University funding to attain at least N500m annually	N490m
3. To enhance the capacity of University Resource Development and Management Board (URDMB) to generate a minimum of N10b over the Plan Period	The URDMB generates at least N250m per year	To enhance the capacity of University Resource Development and Management Board (URDMB) to generate a minimum of N10b over the Plan Period	N8.75b
4. To encourage University staff to attract funds/Projects/Grants/Equipment to the University to the tune of N1b p.a.	The University staff generates N5m per annum through grants, equipment and research.	To attract funds/Projects/Grants/Equipment to the University to the tune of N1b p.a.	N0.95b
5. To attract developers to construct more hostels to accommodate at least 20,000 students	The developers provide hostel accommodation for at least 1000 students per annum.	To attract developers to construct more hostels to accommodate at least 20,000 students	19,000 bed spaces.
6. To manage efficiently and effectively all the part-time, sandwich degree and sub-degree programmes to generate more revenues to the tune of N2b annually	The sandwich and part time programmes generate at least N2.5m per annum.	To generate N2b annually through sandwich and part time programmes.	N1.75b

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
GOAL 8: CONTRIBUTE TO ENVIRONMENTAL SUSTAINABILITY			
1. To upgrade the environmental management policy	The University has upgraded its environmental management policy.	To upgrade the environmental management policy	No gap
2. To beautify the environment	The University has achieved 80% beautification of its environment.	100% beautification of the University environment	20% beautification
3. To maintain hygienic environment.	The University has attained 70% hygienic.	100% hygienic environment in the University.	30% hygienic environment.
4. To promote awareness in the University on environmental-friendly practices	The university has achieved 90% awareness on environmental-friendly practices.	To achieve 100% awareness on environmental-friendly practices	10% awareness on environmental-friendly practices
GOAL 9: SCALE-UP AVAILABILITY AND MAINTENANCE OF INFRASTRUCTURAL FACILITIES IN THE UNIVERSITY			
1.To ensure sustenance of the existing facilities	The university of Ilorin has sustained the existing facilities by 70%	Sustenance of facilities by 100%	30%
2. To generate energy for the use of the University	Action is on-going on generation of 100kwh energy supply annually.	Generation 20% of the energy needed by 2016.	20%
3. To ensure constant water supply on the campus by treating 4000 m ³ per day	The university is producing 2500 m ³ per day.	To supply 4000 m ³ per day	1500 m ³ per day
4. To upgrade Telecommunication services	The University has upgraded telecommunication services	Upgrading of telecommunication services	No gap
5. To maintain the existing roads and provide new access	The University is adequately maintaining the existing roads and it is planning to construct a new one.	Maintenance of the existing roads and provision of new access	No gap

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
6. To improve the transportation system in the University	The University has partnered private organisations to ensure adequate provision of transportation.	Improvement in transportation system.	No gap
7. To digitise the Master Plan of the University	The University has digitalized its Master Plan up to 70%.	100% digitalization of Master Plan.	30%
8. To upgrade the Central Research Laboratory	The University has achieved 50% in upgrading the Central Laboratory	100% upgrading of the Central Laboratory.	50%
9. To upgrade and establish Laboratories in all Departments	The University has achieved 40% in the provision of laboratories to departments	100% provision of laboratories in departments.	60%
10. To upgrade the Equipment Maintenance Centre (EMC)	Plan is on-going to upgrade the Equipment Maintenance Centre (EMC)	75% upgrading of Equipment Maintenance Centre (EMC)	75%
11. To provide a Library in each Faculty	30% of the faculties in the University have libraries	100% provisions of libraries in faculties	70%
GOAL 10: ENHANCE WELFARE SERVICES AND FITNESS/SPORTS FOR STAFF AND STUDENTS			
1.To ensure adequate health care for all staff and students	The NHIS and the University Health Services have achieved 60% in provision of adequate health care for staff and students.	Provision of 80% adequate health care for staff and students.	20%

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
2 (i). To improve students and staff participation in sports activities in the University	The level of students and staff participation in sports can be rated as 40%	To achieve 80% participation of staff and students in sport activities.	40%
(ii)To provide more sports facilities in the University	The University has provided 80% of the required sports facilities	100% provision of sporting facilities.	20%
(iii)To increase Technical Staff strength at the Sports Unit.	The University has provided 40% of the required Technical Staff	Provision of 80% of the required Technical staff	40%
(iv)To increase funding of sports activities	The University funding of sports activities and competition is 70%	85% funding of sports activities	15%
3. To continue the prompt payment of salaries, allowances and benefits of staff	The University has achieved 100% in prompt payment of salaries. The University has achieved 60% in the provision of allowances and benefits to staff.	100% provision of allowances and benefits to staff.	40%
4. To put in place University Welfare Policy	The University has achieved 50% in formulation of Welfare Policy.	100% formulation of Welfare Policy	50%
5. To provide welfare packages for the physically challenged staff and students	The University has achieved 40% in provision of Welfare packages to the physically challenged staff and students.	100% provision of Welfare packages to the physically challenged staff and students.	60%

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
6. To provide additional hostel accommodation spaces for students	The University provides 4000 bed spaces for students and it partners with private organisations to provide 1000 additional bed spaces. This amounts to 16%.	Provision of accommodation to 40% of students.	24%
7.To ensure that staff serve as mentors/advisers to the students	The University staff members serve as mentors/advisers to students.	Ensuring that staff serves as mentors/advisers.	No gap
8.To provide adequate counselling services for both staff and students	The University establishes Unilorin Counselling and Human Development Centre (UCHDC)	Provision adequate counselling services for both staff and students	No gap
9.To complete automation of students' registration and payments	Students' registration and payments fully automated.	100% automation of students' registration and payments.	No gap
10.To encourage participation in the work-study programme	A total of 200 students participate in work study programme.	At least 300 students should be encouraged to participate in work study programme.	100 students
GOAL 11: ENSURE A SAFE AND SECURE UNIVERSITY COMMUNITY AND STAKEHOLDERS PARTICIPATION			
1. To ensure an effective and efficient campus secure system	The University has ensured an efficient and effective campus security system through- out sourcing of security services by 30%	Efficient and effective security system through out-sourcing by 50%.	20%
2. To ensure prompt response to all distress calls	The University is putting in place a policy to ensure prompt response to distress calls. This can be rated as 20% achievement.	To ensure 80% response to distress calls.	60%
3. To widen the scope of the security network of the University	The University has achieved 50% in widen the scope of security on campus.	To ensure 80% security coverage on campus.	30%

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
4. To ensure identification of culprits of all crimes in the University community	The University has achieved 50% in identification of culprits on campus.	80% success in identification of culprits on campus.	30%
5. To improve fire safety measures in the University	The University has achieved 30% in the provision of fire safety measures on campus.	100% provision of fire safety measures on campus.	70%
6. To improve awareness on the dangers of cultism and other vices among staff and students	Through information dissemination and counselling, the University has achieved 80% awareness on the dangers of cultism and other vices.	100% dissemination of information on the dangers of cultism and other vices.	20%
7. To prevent expelled students from loitering on the campus	The University through the Student Affairs Unit, Counselling Centre and the Security Unit has achieved 60% in ensuring that expelled students are prevented from loitering on campus	100% prevention of expelled students from loitering on campus.	40%
8. To improve stakeholders participation in the activities of the university	The University has generated a list of all stakeholders – 20%.	To reach out to 100% of all University stakeholders	80%
GOAL 12: CONTRIBUTE TO THE PREVENTION AND CONTROL OF HIV/AIDS & OTHER PUBLIC HEALTH ISSUES			
1. To ensure that all members of the University community are aware of HIV/AIDS and other public health issues	The University has achieved 80% success in ensuring awareness of HIV/AIDS and other Public Health issues through seminars, conferences, the media and the internet.	90% success in ensuring awareness of HIV/AIDS and other Public Health issues	10%
2. To ensure that the University funds research on all activities relating to HIV/AIDS pandemic and other public health issues	The University has provided 20% of the funding on research activities on HIV/AIDS and other health issues.	50% funding of researches on HIV/AIDS and other health issues.	30%

OBJECTIVES	PRESENT SITUATION	TARGET	GAP
3. To partner with at least two National / International agencies on the prevention and control of HIV/AIDs and other public health issues	The University partners with NACA and Federal Ministry of Health on prevention and control of HIV/AIDs and other Public Health issues.	Partnership with at least two National / International agencies on the prevention and control of HIV/AIDs and other public health issues	2 International agencies
4. To ensure early detection of communicable and non-communicable diseases (Hypertension, Diabetes, Hepatitis, Cancers, etc.) among university community	The University has put strategies in place to ensure prompt detection communicable and non-communicable diseases.	Sustenance of strategies to ensure prompt detection communicable and non-communicable diseases.	No gap
5. To strengthen occupational health services, targeting University staff	The University has achieved 20% in strengthening occupational health services, targeting University staff.	80% provision of occupational health services, targeting University staff.	60%

6 STRATEGY DEVELOPMENT, REVIEW AND SUSTAINABILITY PLAN

6.1 STRATEGY DEVELOPMENT

Preamble

The Strategic Plan 2014-2018, tagged SOARING ON, has been developed in response to the need to position the University to contribute to addressing global challenges, as well as in appreciation of the heights that the University has already attained, the expressed desire to break new grounds and explore special frontiers in knowledge generation.

The goals of the current plan have been carefully selected for the realization of its dream. For each of the Goals, specific objectives and the corresponding strategies have been identified. Below is a description of the Strategy and strategic actions for implementing the Strategy that would achieve the goals of the plan.

6.1.1 GOAL 1: ENCOURAGE ADVANCEMENT OF KNOWLEDGE

The University is placing high premium on knowledge generation. This is envisaged to cut across all levels of its activities and it is expected to manifest in enhanced high-level research and improved research output of the University.

Strategy: *General modernization of its facilities, organization and processes, reward system and human resources. These shall include* improving and expanding learning platforms, putting in place well-organized system of translating research outputs to products/policies and for fostering of value-added collaborations, training and re-training of staff to build capacity of researchers, take-off of specialized research centres, adequate resourcing of existing centres and Integration of e-learning in academic programmes.

Strategic Actions

1. Training and re-training of operators and managers of research related Units, capacity building for researchers and establishing new frontiers for cutting-edge research
2. Creating new University-Industry linkages
3. Promoting an engendering environment and motivating staff to conduct award-winning research at National/International levels during the plan period.
4. Empowering and motivating staff and faculties to produce globally-rated journals
5. Commercialising University research outputs through the product-to-industry initiative
6. Modernizing and increasing the capacity of the Library
7. Restructuring of academic programmes to respond to global trends
8. Developing instructional materials such as books, manuals, training modules and e-resources to enhance student learning.
9. Creating opportunities for cross-cultural academic exchange by staff and students

10. Increasing access to education by actualising the takeoff of the Open and Distance Learning (ODL) programme

6.1.2 GOAL 2: DEPLOY APPROPRIATE AND ADEQUATE ICT FACILITIES IN CORE UNIVERSITY FUNCTIONS

SUGGESTED GOAL 2: PROMOTE EFFECTIVE AND EFFICIENT USE OF ICT

Investment in and use of ICT facilities were tremendously increased during the last plan period. These were enhanced by the formulation of ICT Policy as well as the partial adoption of e-Governance in university operations. The University migrated to the use of ICT for registration, payment, assessment of students, processing of results, pay slip, information dissemination and other administrative activities. This trend will continue.

Strategy: Deploy appropriate and adequate ICT facilities in core university functions: *Within the framework of the current Strategic Plan, there will be a more robust deployment of ICT infrastructure covering all areas of data services, mobile telecommunication services and deployment of various solutions in the use of ICT learning platforms.*

Strategic Actions

The associated strategic actions are:

- 1 Strengthening the ICT Management Structure (Strengthening governance and coordinating roles of COMSIT)
- 2 Updating the University ICT and ICT Security Policies
- 3 Establishing a University ICT Dashboard
- 4 Strengthening the capacity of ICT technical staff
- 5 Strengthening the capacity of ICT staff to produce highly skilled ICT graduates
- 6 Ensuring specific budgetary allocation for the ICT operations of the University
8. Eliminating power outages as a source of interruption in services
- 10 Eliminating cable failures in the system and in the installed equipment or devices as sources of interruption in services
11. Ensuring ICT-related subscriptions are up to date
- 12 Extending coverage of the fibre-optic cable system to all campuses
13. Providing fibre-optic cable system to all buildings
- 14 Providing sufficient and affordable Internet bandwidth for staff and students
- 15 Actualising the University intranet
- 16 Decentralising the update of the web content
- 17 Ensuring real time information on the university web page management
- 18 Automating students' record management fully
- 19 Deploying an automated transcript management system
- 20 Deploy an enterprise system that would integrate the administrative functions of the University - creating staff portal for administrative and financial record management
- 21 Training of staff and students on the use of the University's ICT facilities
- 22 Enhancing the capacity of staff and students to use ICT platforms for teaching and research

6.1.3 GOAL 3: PROMOTE PROBITY, EQUITY AND CORE VALUES

Projecting the University as an accountable and just system: the University will seek to promote probity, equity and core values. The need to entrench these values within the core operations of the University at all levels by staff and students is here underscored. The following are the identified strategic actions for the attainment of this goal.

Strategy: *Wide circulation of the core values of the University and rewarding adequately those who promote or violate them*

Strategic Actions

The associated strategic actions are:

1. Production and dissemination of document containing the Vision, Mission and Core Values of the University and displaying them at strategic locations on the campuses
2. Promoting awareness of the rights and obligations of all staff and students
3. Ensuring adherence to rules and regulations of the University
4. Attending promptly to reported cases of injustice and misconduct
5. Ensuring equity in the dispensation of welfare and developmental opportunities
6. Promoting freedom of expression
7. Taking proactive steps to stem possible threat to peace
8. Reflecting the Federal Character in staff recruitment and students' admission
9. Creating a platform for identifying applicants with disabilities
10. Sustaining and improving support for staff and students with disabilities
11. Ensuring that University awards are given to persons who promote the University's core values and sustaining equity and justice in the University award processes

6.1.4 GOAL 4: PRODUCE GLOBALLY-COMPETITIVE GRADUATES

Within the context of globalization, the University appreciates the need to continue to produce globally competitive graduates with proper knowledge of their local context and highly adaptable to fit into the demands from any other environment. Turn-out of graduates as an index of the overall productivity of the University has been on a steady increase in all cadres of graduate output over the previous strategic plan. However, there is a need to ensure further increase in number and scope of the global competitiveness of the University graduates.

Strategy: Continual enrichment of curriculum, adoption of best standards in learning and continual interface with national and international labour markets to achieve positive track record of employability by national and international organizations.

Strategic Actions

Identified strategic actions for this strategy include the following:

1. Sustaining and improving on the high admission standards
2. Complying with the established carrying capacity of the University to enhance quality of learning
3. Producing well-rounded graduates
4. Sustaining computer appreciation courses and introducing discipline-based application
5. Monitoring the rating of graduates of the University by employers and graduate school
6. Instituting policies that promote the core values of the University
7. Eradicating cultism and other forms of anti-social behaviours
8. Rewarding excellence
9. Sustaining tutorials
10. Stemming all forms of examination malpractice
11. Promoting exchange programmes with other institutions
12. Ensuring that the University curricula meet global standards
13. Enhancing quality assurance in teaching and learning
14. Deploying appropriate technology to track Unilorin graduates
15. Formulating appropriate strategy
16. Restructuring the curricular to improve the potentials of students for employability
17. Searching and disseminating information on job opportunities
18. Enhancing policies that will encourage provision of more accommodation for students
19. Building and equipping more ICT-compliant laboratory/lecture theatres
20. Upgrading all the existing lecture theatres in the University
21. Developing an attractive message that appeals to potential volunteers
22. Strengthening student-centred community-based and problem-solving curricula to enable students develop skills that are more relevant to their communities

6.1.5 GOAL 5: FOSTER INTERNATIONALISATION, PARTNERSHIPS AND LINKAGES

There was significant improvement in the level of effort towards the internationalization of the University. Foreign students and staff increased from almost nil to 163 and 44 respectively. Partnership and linkages were developed with about 60 institutions and organizations spread across all the continents. As an outgrowth of these, there were joint conferences, project and research as well as exchange of staff and students with the institutions and organizations. The level of sponsorship to international conferences with opportunities open to both academic and non academic also increased during the plan period. There had been promotion of different cultural awareness and adoption of best practices in relationships and services. The widening the scope of these efforts would foster the more internationalization, partnerships and linkages.

Strategy: Sustaining and improving existing linkages, increasing the number of staff and students on exchange programmes, assisting students with industrial training placements and Community Based Experience and Services (COBES), and sustaining the sourcing of external examiners from foreign universities.

Strategic Actions

Corresponding strategic actions would include:

1. Sustaining and improving existing linkages
2. Increasing the number of staff and students exchange programmes
3. Assisting students with industrial training placements and Community Based Experience and Services (COBES)
4. Assisting Unilorin Alumni with job placement
5. Promoting research and development activities with institutions and organisations
6. Sustaining the sourcing of external examiners from foreign universities
7. Providing a conducive and secure environment for international staff

6.1.6 GOAL 6: ACHIEVE EFFECTIVE AND EFFICIENT HUMAN RESOURCE MANAGEMENT

The greatest resource of the University is the human capital. This underscores the need to ensure effective and efficient management of the human resources to deliver on the goals and aspirations of the University.

Strategy: Ensuring competitive procedures for the selection of and reward for staff within a supportive and disciplined work-environment using appropriate technology and equipment.

Strategic Actions

The associated strategic actions are:

1. Ensuring that appointments are competitively made
2. Scheduling general orientation and computer orientation for all new staff on
3. Providing adequate office accommodation for staff
4. Rewarding excellence through application of global standards on promotion and remunerations
5. Instituting proper disciplinary procedures and ensuring fairness in the dispensation of justice
6. Ensuring regular training and re-training of staff

6.1.7 GOAL 7: INCREASE REVENUE GENERATION

The scope of the current Strategic Plan involves the implementation of a variety of programmes that will have heavy funding requirement. The funding resource envelope requires innovative approaches to increasing revenue exploring multiple opportunities open to the University.

Strategy: Optimizing the roles of the alumni and other stake-holders in attracting good will to the University, energizing structure and procedures for the sourcing of grants and operating several ventures that are revenue yielding.

Strategic Actions

It is envisaged that the following strategic actions will result in increased revenue to fund the Strategic Plan:

1. Improving the existing endowment drive of the University **to attain at least N10b at the end of the plan period**
2. Improving the Alumni participation in University funding **to attain at least N500m annually**
3. Enhancing the capacity of University Resource Development and Management Board (URDMB) to generate **a minimum of N10b over the Plan Period**
4. Encouraging University staff to attract Funds/Projects/Grants/Equipment to the University **to the tune of N1b p.a.**
5. Attracting developers to construct more hostels to accommodate **at least 20,000 students**
6. Managing efficiently and effectively all the part-time, sandwich degree and sub-degree programmes to generate more revenues to the tune of **N2b annually**

6.1.8 GOAL 8: CONTRIBUTE TO ENVIRONMENTAL SUSTAINABILITY

There has been an increase in environmental awareness among University of Ilorin staff and students with the gradual emergence of a friendlier environment. The University will consolidate and expand on the gains of measures implemented to promote environmental protection.

Strategy: Sustaining existing initiatives on the greening of the campus, the principles of the 3-Rs of Reduce-Recycle-Reuse will be an important undergird for enhancing environmental sustainability.

Strategic Actions

Strategic actions to be implemented for the new plan period would include:

1. Upgrading the environmental management policy
2. Beautifying the environment through landscaping, creating parking lots renovation of activities spaces
3. Maintaining a hygienic environment through use of state-of-the-art equipment and techniques to promote environmental health
4. Promoting awareness in the University on environmental-friendly practices

6.1.9 GOAL 9: SCALE-UP AVAILABILITY AND MAINTENANCE OF INFRASTRUCTURAL FACILITIES IN THE UNIVERSITY

The last plan period particularly witnessed an upsurge in buildings and equipment for new faculties, offices, laboratories and sports facilities. The College of Health Sciences moved to its permanent site along Oke-Oyi road. The administration of CBT received a boost with the construction of new hall and complementary supply of computers for e-Assessment of large classes.

Strategy: Ensuring adequate maintenance and upgrading of existing infrastructure and ensuring their real-time functionality

Strategic Actions

Key actions to ensure attainment of this goal are:

1. Ensuring sustenance of the existing facilities
2. Providing multiple sources of energy for the use of the University
3. Ensuring constant water supply on the campus by treating 4000 m³ per day through improved capacity of the University Dam and minimizing wastage
4. Upgrading telecommunication services
5. Maintaining existing and providing new access roads
6. Improving the transportation system in the University
7. Digitizing the Master Plan of the University
8. Upgrading the Central Research Laboratory
9. Upgrading and establishing new Laboratories in all Departments
10. Upgrading the Equipment Maintenance Centre (EMC)
11. Providing a well-equipped library for each faculty

6.1.10 GOAL 10: ENHANCE WELFARE SERVICES FOR STAFF AND STUDENTS

The last plan period enhanced Students' welfare by expansion in the number of hostel accommodation and in the areas of transportation, counseling and health services made available to them during the plan period. Staff welfare was ensured through regular and prompt payment of monthly salaries and the development of University Policy on People with Disability.

Strategy: Sustaining current welfare packages for all staff and students noting the special needs of the physically challenged staff and students and providing additional hostel accommodation spaces for students to enhance welfare services for students.

Strategic Actions

Key actions to ensure attainment of this goal are:

1. Ensuring adequate health care for all staff and students
2. Sustaining To continue the prompt payment of salaries, allowances and benefits of staff
3. Putting in place University Welfare Policy
4. Providing welfare packages for the physically challenged staff and students
5. Providing additional hostel accommodation spaces for students
6. Improving transportation system in the University
7. Ensuring that staff serve as mentors/advisers to the students
8. Providing adequate counselling services for both staff and students
9. Completing automation of students' registration and payments
10. Encouraging participation in the work-study programme
11. Sustaining the work-study programme

6.1.11 GOAL 11: ENSURE A SAFE AND SECURE UNIVERSITY COMMUNITY

The activities of University Security Committee and staff of the Security Division ensured safety of life and property of staff, students and the University. Security breaches like theft, burglary, cultism, rampage, violence and hooliganism were properly kept under control during the last plan period. Measures to further promote a safer campus would be put in place during the current plan period.

Strategy: Technology and procedures for improved surveillance and rapid response would be deployed supported with behavioural change campaign.

Strategic Actions

The associated Strategic actions would include:

1. Ensuring an effective and efficient campus security system
2. Creating a system of prompt response to all distress calls
3. Widening the scope of the security network of the University
4. Ensuring identification of culprits of all crimes in the University community
5. Improving fire safety measures in the University
6. Improving awareness on the dangers of cultism and other vices among staff and students
7. Preventing expelled students from loitering on the campus
8. Engaging all Stakeholders of the University in University activities –Students, Staff, Alumni, Community, Industry etc

6.1.12 GOAL 12: CONTRIBUTE TO THE PREVENTION AND CONTROL OF HIV/AIDS & OTHER PUBLIC HEALTH ISSUES

The pristine position of the University requires her to provide leadership on health matters. Over the term of the last Strategic plan, the University developed the HIV Policy. There was also the acquisition of a number of medical equipment to improve on the quality of preventive health services rendered by the University. In the current strategic plan, the University will seek to use her position to ensure greater impact in her contribution to the major public health issues.

Strategy: Conducting regular health awareness campaigns and funding research on major health issues, upgrading facilities for early detection of diseases and partnering with national/international agencies.

Strategic Actions

This strategy will be implemented through the under listed strategic actions:

1. Ensuring that all members of the University community are aware of HIV/AIDS and other public health issues
2. Funding research on major public health communicable and non-communicable diseases such as HIV/AIDS, Ebola, Malaria, SCD and Hypertension
3. Partnering with National / International agencies on the prevention and control of HIV/AIDS and other public health issues

4. Ensuring early detection of communicable and non-communicable diseases (Hypertension, Diabetes, Hepatitis, Cancers, etc.) among university community members
5. Strengthening occupational health services, targeting university staff

6.1.13 GOAL 14: PROMOTE GLOBAL BEST PRACTICES

In her quest to continue to sustain her position as a world-class University, there shall be a commitment to ethos of global best practices. The University will therefore focus ensuring that the curriculum content, practices and processes of the university are in conformity with acceptable norms.

Strategic Actions

1. Ensuring the compliance of the university with the policies on service delivery
2. Promoting community service

6.2 STRATEGY FOR REVIEW

The 2014-2018 Strategic Plan is a living document that will periodically be reviewed and evaluated to guarantee maximum success. The Plan will be subjected to annual review to pay allegiance to the session under review. The purpose of the review is to:

1. provide flexibility in adapting to changing circumstances which affect the overall vision of the Plan
2. ensure that activities are in line with the strategic aims and objectives
3. ensure that all activities are kept in consonance with the vision, mission and principles of the Plan
4. keep under constant observation the internal and external factors that affect the Plan.

The following factors shall form the basis for the review:

- i. Changes in economic environment such as exchange rate, interest rate, inflation and other micro and macro-economic indices;
- ii. Changes in political and security dynamics within and outside of the immediate environment; and
- iii. Changes in international environment with respect to security, health and related issues that affect the Plan.

Types of Reviews

Two approaches are proposed for the review of this Strategic Plan without prejudice to the regular monitoring and evaluation of the various indicators contained in chapter 7 of this document. These include

i. **Emergency Reviews:**

An emergency review will be required where there are important trigger events with the potential for significantly altering the projections guiding the aspirations of the strategy plan. Some of such trigger events will include major man-made or natural disasters, major epidemics, high level of insecurity, major unrest on campus etc. Alternatively an emergency review may also be called for in the event of major Policy issues by the Government or related bodies in such a manner that would alter the very structure of the University curriculum or activities.

In any of these cases an urgent review will be called for appraise the present situation and decide on the appropriate course of action

ii. **Scheduled Review:**

Two scheduled reviews are anticipated over the period of this Strategic Plan, these are the mid-term review and the end term reviews. The essence of the midterm review is to appraise the performance of the strategic plan following two years of implementation. This will allow for the identification of areas where there is satisfactory achievement, bottle necks and any other implementation challenges

with a view to making necessary adjustment to the Strategy. The end term review on the other hand will be the basis of the audit exercise that will inform the construct of the next strategic plan. It is expected that the review exercises will be coordinated through the Quality Assurance Unit of the University. Towards this end the Quality Assurance Unit (by itself or with the aid of an adhoc Committee) will have the following responsibilities as it relates to the review of the Strategic Plan.

- i. Consider and analyse monitoring and evaluation reports;
- ii. Conduct a review of the environmental scan and position assessment in relation to the goals and strategies contained in the Plan (using the approved chart);
- iii. Prepare a comprehensive mid-term report on level of effectiveness of the strategies contained in the Plan and
- iv. Recommending appropriate adjustments where necessary.

Strategic Plan Review Chart

Strategic Plan Outline																			
Year	Five-Year Program Goals																		
	Goal 1				Goal 2				Goal 3				Goal 4				Goal 5		
	Strategy Number		Strategy Number		Strategy Number		Strategy Number		Strategy Number		Strategy Number		Strategy Number		Strategy Number		Strategy Number		
Example	1	2X					1	3	4X										
Year 1																			
Year 2																			
	MID-PLAN REVIEW (before, during or after Year 3)																		
Year 3																			
Year 4																			
Year 5																			

6.3 STRATEGIC SUSTAINABILITY PLAN

The Unilorin 2014–2018 strategic plan incorporates review and sustainability plan commencing with quarterly and annual reporting on a sub-set based on sustainability indicators, with intent to report biennially on policy sustainability framework and performance. With the integration of these activities into our Strategic Sustainability Plan, Unilorin will now evaluate and report progress semi-annually and evaluate and score our performance annually.

The strategic review and sustainability Plan will be evaluated by an expert third party biennially not only to account for performance but to assure continuing materiality of the Plan’s goals and objectives, use of best practices and key performance indicators, and

performance scale and scoring. Overtime, this reporting protocol will provide us with credible trending data and build our capacity for foresight and longer term planning. The Unilorin sustainability plan goals are to:

- i. provide high quality service
- ii. plan for the future
- iii. promote a green and sustainable campus
- iv. engage Unilorin public and invest in its communities
- v. invest in Unilorin's people.



Figure 6.1 *Figure 1: Unilorin Strategic Sustainability Plan*

Table 6.1 The Strategic Sustainability Plan Matrix

Sustainability Categories	Issues	Strategies		
		Learn <i>Promoting Sustainability Literacy</i>	Practices <i>Actions with integrating sustainability concept</i>	Inspire <i>Expected output contributing to sustainability</i>
Finance	Funding University programs and activities in a sustainable way	Promote entrepreneurship literacy, competence in grantsmanship,	Prudency, accountability, transparency, diversified sources of revenue (Government, Ventures, Patenting, Commercialization, Research funding, Endowments, services etc.)	Goodwill from the larger society, more funding, Research.
Governance and Management	Organizational planning, management, effectiveness, accountability and financial health	Sustainability literacy among management	Rule of law, fiscal discipline, fair allocation of resources, prompt release of funds, e-governance	Productivity, discipline, sense of belonging
Industry	Linkages, Ratings and service standards	University-Industry dialogue, cognitive knowledge of the environment.	Improve and Sustain standards, regular feedback, Incorporating industry personnel into academic boards, University-Industry colloquium, Industry ready graduates	Innovation, quality graduate, partnerships, entrepreneurship, employability.
Environment and Natural Resources	Environmental impacts, and the use, protection, and health of natural resources	Promote literacy on environmental challenges, and conservation	Environmental impact assessments, Greening of the environment, renewable energy,	Learning, social interaction, environmental development

Sustainability Categories	Issues	Strategies		
		Learn <i>Promoting Sustainability Literacy</i>	Practices <i>Actions with integrating sustainability concept</i>	Inspire <i>Expected output contributing to sustainability</i>
			waste management, Reduce-Recycle-Reuse continuum. Serene workplace	
Community	Uniloin relationship and involvement in the development of neighboring communities	SWOT analysis of the community, improve town and gown relationships	Community extension services, acculturation, COBESization, Satellite campuses/Research sites.	Community development, harmonious coexistence with the University.
Workplace	Human resource management, labor relations, health and safety	Workplace challenges and threats	Staff and students' welfare, improved health services, safety standards	Greater productivity, commitment, dedication
Infrastructure and Assets	Management, reliability, and performance of assets and infrastructure	Attitudinal reorientation towards appropriate use and maintenance of facilities	Training and retraining, security, quality standards, assets registers. Preventive and continuous maintenance.	Reduced wastage and enhanced efficiency, greater productivity, cost effectiveness.

6.3.1 Strategies for Sustainability

6.3.1.1 Establish a Sustainability Plan Committee

Effective implementation of the University's strategic plan will require input and engagement from a wide variety of people at the University.

Strategy

- This is a committee consisting of stakeholders for effective implementation of the strategic plan. The committee would report to the Vice Chancellor and would meet quarterly. The Sustainability Plan Committee could be structured as follows:
 - One Undergraduate student representative
 - One Graduate student representative
 - Three academic staff (with direct research/interest in sustainability)
 - Three non-academic staff (Works, Research, Facilities Management and Planning)
 - One Sustainability Officer (support)
 - Deputy Vice Chancellor (Management Services) – Chair

- The Committee's mandate is to:
 - foster a culture focused on sustainability and work to ensure that it is embedded into all operations of the University;
 - enhance the development and implementation of sustainability goals, policies and targets;
 - promote University community input into the vision and direction of sustainability at the University of Ilorin;
 - promote and support sustainability programs with students, staff and faculty;
 - assist with the development of communication and awareness programmes;
 - assist with the review and prioritization of sustainability initiatives; and
 - To facilitate the development of a strategy to integrate sustainability into all aspects of the University including all academic programs, administration and operations

6.3.1.2 Develop Sustainability Revolving Fund

A fund should be established which will allow for the funding of sustainability focused projects that meet specific cost-savings criteria and have a positive environmental impact on campus life.

Strategy

- Establish a Sustainability Revolving Fund valued at a minimum of twenty million naira (N20,000,000), with the potential to grow the fund as the need arises.
- Funding sources could be University operating funds, with potential future options of accepting donations from staff, students, alumni and other community members.
- The fund will be managed by the Bursar.

6.3.1.3 Category 3: Develop a Green Team Programme across the University Campus

A Green Team Programme is an effective means to build a network of sustainability-focused individuals across the university that are already engaged in sustainability initiatives in different departments. They would meet on a regular basis and commit to working to "green" their office space by engaging their co-workers in various initiatives. The Sustainability Office would support the green teams with an online resource site, various

educational materials and a recognition programme. This network is critical to engage the university community in all facets of sustainability.

Strategy

- Pilot a Green Team programme by January 2015 and expand across campus by April 2016.

6.3.1.4 Measure progress and evaluate strategic Plan using key Sustainability Metrics

To effectively develop and manage the implementation of any strategic plan we need to measure the current state and continue to measure the key indicators to ensure that the plan is providing the desired results. For general university operations, the Association for the Advancement of Sustainability in Higher Education (AASHE) has developed a set of metrics that can be used to assess and measure sustainability.

Actions:

- Adopt the Sustainability Tracking and Reporting System (STARS), developed by AASHE which is patented
- The Sustainability Assessment and Reporting System, Green Globes, should continue to be used to assess progress in sustainability at the building level.
- Develop in-house sustainability assessment tools

6.3.1.5 Conduct public Consultation and Engage the Community to establish Buy-in for the Strategic Plan

Buy-in will be established by involving people in the decision-making process. Therefore, the success of the sustainability strategic plan will depend on the level of engagement and buy-in from the staff, faculty and students involved. It will be critical to have the engagement of senior administrators to ensure that resources are made available and support is allocated where needed.

Actions

- Develop a comprehensive communications strategy for sustainability, to engage and educate participants, share successes and build commitment.
- An annual report outlining the progress of the programme should be prepared for the community and posted on the website.

6.3.1.6 Engaging Students

To provide a supportive learning environment and diverse learning opportunities that enable all students to gain the knowledge, critical capacities, research skills and civic understanding required to become engaged global citizens and leaders in the transition to sustainable communities worldwide.

Strategies

- To ensure students have multiple opportunities to be exposed to sustainability concepts as part of their curricular and co-curricular activities at the University
 - Complete an inventory of current academic and other opportunities for students and develop recommendations for improvements and/or additions
 - Embed environmental, economic and social sustainability concepts, principles and practices across undergraduate and graduate programs

- Provide incentives (training and support) for faculty to integrate sustainability into course design
 - Integrate environmental, economic and social sustainability into existing and new student leadership and career training programmes at Unilorin
 - Develop funding mechanisms and processes to incentivize the embedding of environmental, economic and social sustainability into curriculum and co-curriculum at Unilorin
- Unilorin creates enhanced opportunities for student involvement in sustainability operations on our campuses
- Complete an inventory of current opportunities for students and develop recommendations for improvements and/or additions
 - Develop a Living Lab Program coordinated jointly by staff from operational, academic and research departments

6.3.1.7 Engaging Research

Unilorin will promote the development of research initiatives that strengthen the understanding of the complexities of, and interconnections among, ecological, economic and social sustainability and developing and applying ecologically responsible research practices.

Strategies

- Unilorin supports and encourages sustainable research practices
- Identify major impacts of research carried out at Unilorin on environmental, economic, and social sustainability
 - Develop guiding principles to assist with the design of environmentally, economically and socially sustainable research projects and experiments
 - Establish incentives for using environmentally and socially benign processes, equipment and materials in research projects and experiments
- Unilorin sustainability a key research priority and communicates this priority internally and externally
- Catalog and publicize sustainability research
 - Integrate sustainability into future research plans
 - Identify and support current, new and emerging opportunities for sustainability research, including partnerships with the private sector, governments and civil society
 - Enhance existing research clusters on sustainability
 - Increase sustainability-related research opportunities for undergraduate and graduate students
 - Identify and highlight sustainability research in VP Research communications channels
- Unilorin connects research programs with external communities to contribute to, and learn from, sustainability solutions locally and globally
- Conduct an inventory to identify Unilorin's current engagement with external communities to contribute to, and learn from, sustainability solutions
 - Coordinate and manage the connection between Unilorin's research program and external communities to increase and improve sustainability-related knowledge transfer and knowledge translation

- Develop an Alumni in Sustainability Research network to connect alumni with Unilorin research teams

6.3.1.8 Engaging Communities

To develop partnerships and maximize the capacities of Unilorin campus in ways that enhances the ecological, social and economic well-being of communities locally and globally. In this regard, Unilorin will demonstrate its leadership and commitment to the underlying principles of human rights and sustainable development.

Strategies

- Unilorin improves public understanding of sustainability through an expanded range of educational opportunities for external community members
 - Survey the community to identify the most appropriate and effective ways to engage them in Unilorin's sustainability initiative
 - Include opportunities for community engagement in future sustainability planning processes
 - Establish annual Unilorin community engagement events
 - Expand and support, through funding, staffing and recognition, current and new community engagement programs on campus (e.g., Sustainability Ambassadors, Peer Educators, etc.)
 - Develop a community recognition program to reward participation in Unilorin's sustainability initiative
- Unilorin provides opportunities for community members to engage with, and participate in, the University's sustainability initiative
 - Establish a baseline for public understanding of sustainability and develop recommendations to improve understanding through Unilorin programs
 - Establish new sustainability-related community engagement events and activities for the public in the three municipalities where Unilorin's campuses are located
 - Offer sustainability-related low-cost and accessible Continuing Studies programs, public lectures and community workshops
 - Integrate sustainability into current university community engagement programs and events (e.g., Philosophers' Café)
- Unilorin connects with external communities to co-develop and demonstrate solutions for local and global sustainability-related problems
 - Establish Unilorin's role in leading and building capacity for university sustainability programmes across Nigeria
 - Establish a strategic and ongoing effort to communicate Unilorin's sustainability goals and accomplishments to the Unilorin community and external communities
 - Develop partnerships with local and State governments working on sustainable community development to better connect current work being done by the municipalities and the University
 - Develop partnerships with businesses and not-for-profit organizations to co-generate solutions, prototypes and grant applications to better connect current work being done by these organizations and the University
 - Integrate sustainability principles and practices into event planning, marketing and communications activities

- Collaborate with research communities across Nigeria to develop sustainability solutions for shared IT facilities

6.3.1.9 Leveraging Institutional Strength: Operational Leadership

Unilorin will enhance understanding of sustainability within the community in order to integrate sustainability into Unilorin's administrative and operational planning systems, policies, processes and activities.

Strategies

- Unilorin enhances staff comprehension of basic sustainability concepts, practices and programs at Unilorin as well as staff participation in advancing sustainability at Unilorin.
 - Conduct an inventory of core governance, planning and accountability structures along with renewal/revision dates and their overall impact on University sustainability efforts
 - Enhance sustainability governance by annually reporting on sustainability concepts, principles and activities and their connection to University governance and achievement of the strategic vision
 - Enhance sustainability planning by integrating sustainability principles and practices into key institutional planning documents and key decision making processes
 - Advance sustainability practices by developing and implementing a comprehensive policy and procedure framework to provide direction and guide administrative activities across the University
 - Integrate sustainability requirements into accountability and reporting structures based on priorities identified in the core structures inventory
 - Communicate to landlords and fellow tenants that sustainability is a key priority for Unilorin and integrate sustainability language into future leases, agreements and ongoing building renovations
 - Enhance collaboration and communication by measuring and reporting on progress towards operational sustainability goals
- Unilorin integrates sustainability concepts, language and criteria into core governance, planning and accountability structures
 - Establish a baseline for staff understanding of sustainability and develop recommendations for improving this understanding through Unilorin programs
 - Develop new training programs, courses and opportunities for staff to enhance their understanding of sustainability
 - Integrate sustainability into staff reporting processes in administrative units
- Unilorin establishes a diverse, secure and adequate source of long-term funding to support Unilorin's
 - Investigate the requirements and process to become a signator to the UN Principles on Responsible Investment as a means to incorporate sustainability into decisions regarding investments
 - Use systems and technologies that foster effective and efficient IT resource use and enhance collaboration and communication across the Unilorin community
 - Develop sustainable procurement guidelines for purchasers in departments/units to place sustainability at the forefront of the University's supply chain
 - Source Fair Trade certified products for use in Ancillary Services, including dining facilities and the Unilorin Bookstore

- Unilorin develops and employs sustainability guidelines and procedures in key financial and administrative services operations sustainability initiative
 - Enhance and stabilize sustainability funding by creating a revolving loan fund for collaborative cross-unit projects (including those with longer term Return on Investment [ROI])
 - Create a community sustainability seed-fund to financially support sustainability projects initiated by staff, faculty and students at Unilorin
 - Include financial support for Unilorin's sustainability initiative as a fundraising priority
- Unilorin improves the environmental footprint of University operations through optimizing energy use, reducing greenhouse gas emissions, eliminating toxic inputs, and reducing and diverting waste from landfills
 - Reduce environmental, social and economic impacts of Unilorin's built infrastructure and associated occupant behaviour within buildings
 - Exceed the BC mandate to reduce Greenhouse Gas Emissions by 18% below 2007 levels by 2016
 - Divert a minimum of 70% of waste from landfills by 2015
 - Identify and eliminate water pollution and waste on the Burnaby campus
 - Ensure Unilorin's grounds management contributes to enhanced biodiversity and food production and is free of toxic outputs
 - Apply right-sizing guidelines and make fleet purchasing and renting choices based on the lowest emission options available
- Unilorin has ecologically, socially and economically sustainable transportation options for students, staff and faculty
 - Develop a sustainable transportation plan for Unilorin
 - Enhance opportunities for members of Unilorin to engage in commuting practices that contribute to sustainability
 - Identify and develop systems that support low emission travel for conferences, fieldwork and international field school study

6.4 LOGICAL FRAMEWORK FOR THE GOALS, OBJECTIVES AND STRATEGIES

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
GOAL 1 ENCOURAGE ADVANCEMENT OF KNOWLEDGE							
1. To improve the research output of the University	Improvement of research output	a. Training and re-training of operators and managers of research-related units	i. Undertake relevant courses ii. Organise quarterly specialised training for researchers	VC/Senate/APU/CRED IT/Faculties/Centres	1. Number of operators and managers trained/re-trained per year 2. Number of researchers trained	N10m p.a.	2014-2018
		b. Building capacity for researchers	i. Sustain the current efforts on training lecturers in writing grant proposals at least once in a year	VC/Senate/APU/CRED IT/Research Centres	3. Number of training/re-training programmes for researchers	N2m p.a.	2014-2018
		c. Facilitating the conduct of relevant and incisive development-oriented trans-disciplinary research with national and global applications	i. Revitalise and sustain the operation of the Senate Research Grant Committee (SRGC) ii. Provide functional and well-equipped teaching laboratories for at least one Faculty per year	Senate/APU VC/Senate/APU/CRED IT/Research Centres	4. Adherence of SRGC to schedule of meetings 5. Number of SRGs applications approved 6. Total amount released and average amount per session 7. Number completed/reported	N100m p.a. N500m p.a.	2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			<p>iii. Encourage trans-disciplinary research in the University</p> <p>iv. Key into the Nigerian National Research Fund (NNRF)/Nigerian Research and Education Network (NgREN)</p> <p>v. Ensure the take-off of the following approved specialised research centres and institutes within the Plan period:</p> <ul style="list-style-type: none"> • Institute of Nursing and Social Work • Institute of Translation Arts. • Petroleum and Solid Minerals Exploration Research Centre 	COMSIT	<p>8. Provision of one functional teaching lab/Faculty/year</p> <p>9. Number of trans-disciplinary research</p> <p>10. Number of externally funded research</p> <p>11. Take off of specialized research centre/year</p> <p>12. Number enhanced in terms of staffing/funds released/activities and programmes coordinated</p>	<p>N10m p.a.</p> <p>N100m</p> <p>N100 m</p> <p>N200m</p> <p>N200m</p>	<p>2014-2018</p> <p>2015</p> <p>2014</p> <p>2015</p> <p>2014-2018</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE / VERIFIABLE RESULTS	BUDGET	TIME
			vi. Enhance the operations of the following centres during the plan period: <ul style="list-style-type: none"> • Centre for Research, Development and In-house Training (CREDIT) • Centre for Open and Distance Learning • National Centre for Hydropower, Research and Development (NACHRED) • Unilorin Archives and Documentation Centre • Technical Entrepreneur 				

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE / VERIFIABLE RESULTS	BUDGET	TIME
			<ul style="list-style-type: none"> • rial Centre (TEC) • Centre for Affiliated Institutions • Unilorin Counselling and Human Development Centre (UCHDC) • Centre for International Education (CIE) • Centre for Ilorin Studies (CILS) • National Water Resources Capacity Network • Sugar Research Institute 				
		d. Establishing new frontiers for cutting edge knowledge	i. Ensure the effective take-off of the following Centres: <ul style="list-style-type: none"> • Institute of 		13. Take-off of the centre indicated per year		2015

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			medical Research including Stem Cell Research Centre <ul style="list-style-type: none"> • Central Research Laboratory • Biomedical Research Group (FAB LAB) • Biotechnology Research Centre • Herbal Research Centre 			N2b N300m N50m N500m N150m	
2. To create five new University-Industry linkages	Creation of five new University-Industry linkages	a. Identifying research needs of key Industries	i. Interact with industries ii. Conduct research on needs of identified Industries	VC/Senate/Faculties/CREDIT/UR MDB	14. Identification of one industry based linkage per year 15. Number of industry based research needs identified 16. Number of research with focus on the needs of	N1m p.a. N25m p.a.	2014-2016

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
					industries		
3. To promote an engendering environment with at least an annual award-winning research per faculty annually at National/International levels during the plan period	Promotion of a national/international award winning research per faculty per year	a. Creating a conducive environment to attract external funds for research and project implementation	i. Publicise national and international funding opportunities ii. Introduce incentive for Research grants in excess of \$100,000-USD e.g. employment of Research assistant for P1, Lab personnel and provision of study vehicle within a cap of 5% of the fund	Council/Senate/Faculties/CREDIT/Research Managers/APU	17. Number of national and international funding opportunities publicized 18. Incentive for grants in excess of \$100,000 19. Number of research related employments granted and study vehicles	N2m p.a.	2014-2018
		b. Creating an enabling environment for quality journals	i. Provide facilities and steps that will encourage certification by recognised international bodies e.g. ISO, FWA	Council/Senate/Faculties/CREDIT/Research Managers/APU	20. Number of journals certified by international bodies	N5m p.a.	2014-2018
4. To ensure that at least three Faculties	Production of globally recognized journals by Faculties	a. Encouraging faculties to upgrade their journals to meet	i. Train Editorial Board to upgrade their journals	Senate/Faculties/Library and	21.Training provided for Editorial Board members of Journals	N2m p.a.	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
per year produce Journals that are globally rated		international standards	<p>ii. Encourage staff to publish in institutional/societal journals</p> <p>iii. Ensure that Internally Generated Revenue (IGR) derivable from research publication is deployed to sustain regular production of journals and assist faculties</p>	Publication Committee/ CREDIT	<p>22. Number of publications by staff in institutional/societal journals</p> <p>23. Amount spent on production of journals/assist faculties from research publications</p>	N10m p.a.	2014-2018
5. To commercialise University research outputs	Commercialization of research outputs	a. Supporting researchers to patent research outputs	<p>i. Encourage patenting of research outputs</p> <p>ii. Support registration of copyrights and trademarks of research outputs</p> <p>iii. Convert the present Patenting Unit from Laboratory to Industry unit and transfer it to DVC's</p>	<p>DVC/(RTI)/CREDIT/URDDB/UCU/Research Managers</p> <p>DVC/(RTI)/CREDIT/URDDB/UCU</p> <p>DVC/(RTI)/CREDIT/UC</p>	<p>24. Number of research outputs processed for patency/copyright/trade mark</p> <p>25. Conversion of Patenting Unit /transfer to DVC (RTI)'s Office</p> <p>26. Number of Staff trained by understudying a model institution</p>	<p>N3m p.a.</p> <p>N3m p.a.</p>	<p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			(RTI) Office iv. Train core staff on their functions (e.g. to understudy a model elsewhere)	RDMB/UC U DVC/(RTI)/ CREDIT/U RDMB/UC U			2014- 2018
6. To modernise and increase the capacity of the Library	Modernisation and expansion of the Library's capacity	a. Upgrading Library infrastructure and resources	i. Construct the second phase of the Library ii. Complete the automation and digitisation of the Library iii. Provide robust internet facilities in the Library iv. Provide relevant books and journals v. Employ appropriate Library staff in accordance with Nigerian Library Association user-staff ratio	Council/PP U/University Library/AP U Council/PP U/COMSIT Council/PP U/COMSIT Council/Uni versity Library/Fac ulties/APU Council/Uni versity Library	27. Construction of the second phase of the Library 28. Automation and digitization of the Library 29. Number of automated consultations/borrowings 30. Number of on-line uses of the Library's materials/resources 31. Number of newly acquired books and journals 32. Currency of books and journals acquired 33. Number of qualified Library Staff in accordance with Nigerian Library	N350m N150m N10m N5m p.a.	2014 2014 2014 2014- 2018 2014- 2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			vi. Collaborate with at least three virtual Library annually	University Library/CO MSIT	Association Guidelines 34. User:Staff ratio 35. Number of collaborations with virtual Libraries per year		
7. To restructure academic programmes in line with global trends	Review and restructuring of academic programmes for meeting global needs	a. Responding to current and emerging global trends in academic programmes	i. Organise workshops for academic staff on emerging global trends ii. Review of academic curricula every five years	Senate/Faculties/APU/ASS/CRED IT Senate/Faculties/APU/ASS/CRED IT	36. Number of workshops on emerging global trends scheduled of academic staff 37. Number of departments/faculties holding academic programmes' review meetings 38. Number of new academic programmes proposed/approved	N10m	2015-2018 2015-2018
8. To develop instructional materials	Development of instructional materials	a. Encouraging and empowering academic departments to produce books and other instructional materials/ modules for students	i. Provide teaching equipment and instructional materials in all lecture halls ii. Review courseware for both on campus and open and distance learning	Council/Senate/Departments/CO DL Council/Senate/Departments/CO DL	39. Number of lecture halls provided with teaching equipment as a proportion of total number of lecture halls in the University 40. Number of books produced by academic departments 41. Number of other instructional materials produced including	N100m	2016-2018 2016-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
					modules 42. Workshop on review of courseware and number of courses with reviewed courseware		
		b. Coordinating the development, packaging and distribution of e-learning resources in the University	i. Integrate e-learning in academic programmes	Senate/CODL/COMSIT	43. Number of e-learning resources developed and distributed to staff 44. Number/Proportion of courses/programmes taught with integrated e-learning	N2m p.a.	2015-2018
9. To create opportunities for cross-cultural academic exchange	Creation of opportunities for cross cultural exchange	a. Exchanging staff and students with institutions and industries	i. Establish linkages with private, national and international partners ii. Expand accommodation facilities for international staff	Senate/CIE /Faculties	45. Number of students on private, national and international exchange 46. Number/proportion of international staff provided with accommodation	N10m p.a. N200m p.a.	2014-2018 2014-2018
		b. Improving internationalisation drive	i. Internationalise staff recruitment and student admission processes	Senate/CIE/ Faculties/ UAO	47. Number/proportion of international students and staff per Session		2014-2018
10.To increase access to education through Open	Securing approval and establishment of CODL	a. Actualising the take- off of CODL programmes	i. Obtain the necessary approvals to run Distance Learning	Senate/CODL/APU/NUC/Council	48. Commencement of academic programmes by CODL	N5m	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
and Distance Learning (ODL)			programmes ii. Establish CODL iii. Train staff involved in ODL iv. Improve the efficiency of running the IOE	Council/Senate Senate/CODL Council/Senate/Faculties			2014-2018 2015-2014 2014-2018
GOAL 2 DEPLOY APPROPRIATE AND ADEQUATE ICT FACILITIES IN CORE UNIVERSITY FUNCTIONS							
1. To strengthen governance and coordinating roles of COMSIT	Enhancing the management of ICT	a. Strengthening the ICT Management Structure	i. Constitute COMSIT Board ii. Provide relevant infrastructure to support the operations of the Board	Council/VC / Registrar VC/Registrar/COMSIT	49. Strengthen the capacity of COMSIT Board 50. Provision of infrastructural support for COMSIT Board	N2.5m p.a.	2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		b. Updating the University ICT and ICT Security Policies	i. Review and produce updated Policy to the University Community ii. Circulate and update staff and students on the University's ICT Policy	ICT-Board /COMSIT Registry	51. Production of a reviewed ICT Policy 52. Number of updates provided on ICT policy to staff and students 53. Number of updates provided on security to staff and students	N0.2m	2014-2018 2014-2018
		c. Establishing a University ICT Dashboard	i. Develop the university ICT Architecture ii. Identify monitoring and evaluation indicators iii. Commission developers to create ICT dashboard for effective management of ICT operations	VC/ICT Board /COMSIT/PU DVC (Academic) /ICT-Board/COMSIT Council/VC	54. Production of ICT Architecture 55. Establishment of an ICT Dashboard supply of weekly/monthly updates to COMSIT Board, Administration, Staff and Students	N1m N3m	2014 2014 2014
		d. Strengthening the capacity of ICT technical staff	i. Define the roles and expected competences of ICT Staff	Council/VC /Registrar	56. Spelling out the roles of ICT staff and using these to evaluate their		2014 2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			ii. Evaluate performances of all ICT staff against expected competences to determine training needs iii. Identify training opportunities and conduct training for staff iv. Employ staff with rare but essential ICT skills especially where developing such skill will be long in relation to University need	ICT-Board/CO MSIT/CRE DIT ICT-Board/CO MSIT/CRE DIT Council/A&PC/COMSIT	performances 57. Identification of training needs of ICT staff 58. Training of ICT Staff 59. Identifying rare skills and individuals for such skills required in the University service 60. Number of staff with rare skills employed	N5m	2015 2015
		e. Strengthening the capacity of ICT staff to produce highly skilled ICT graduates	i. Facilitate systematic upgrade / update of knowledge through exchange programmes ii. Provide strategic sponsorship to workshops and conferences	VC/Registrar/ICT Board/CIE/ CREDIT /CREDIT Council/VC /Faculties/ COMSIT/CREDIT	61. Number of staff receiving skills update/ upgrade through exchange programmes 62. Number of conferences/ workshops provided with strategic support	N20m N10m p.a. N2m	2015-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			iii. Encourage performance-based teaching iv. Recruit new staff on value-added basis	Senate/DV C(Acad.)/F aculties Council/A& PC/Faculties/COMSIT			2014-2018 2015-2018
		f. Ensuring specific budgetary allocation for the ICT operations of the University	i. Provide specific budget allocation for planned activities ii. Ensure timely release of funds for ICT Cost items	Council/VC /APU/ICT Board/Bursary Council/VC /APU/Bursary	63. Amount allocated/released for ICT operations		2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
2. To ensure that the ICT infrastructure of the University are functional	Making the ICT infrastructure functional	a. Eliminating power outages as a source of interruption in services	i. Conduct a detailed assessment of the power needs	VC/Bursary /COMSIT/ICT Board/PPU /Works	64. Identification of power needs for a functional ICT infrastructure	N1m	2014
			ii. Develop multi-track power back up systems— <ul style="list-style-type: none"> Solar, Generator, UPS and inverter systems 	Council/VC /ICT Board/PPU /Works/CO MSIT/Bursary	65. Prevention of power supply interruptions to ICT infrastructure (Number of checks to power outage/surge)	N200m	2015-2018
		b. Eliminating cable failures in the system and in the installed equipment or devices as sources of interruption in services	i. Install systems to monitor all networks	Works/PPU /COMSIT	66. Monitoring of all networks	N2m p.a.	2015-2018
			ii. Clearly mark cable lines to prevent accidental damage during construction	Works/PPU /COMSIT	67. Eliminating unmarked cable lines	N1m	2015-2018
			iii. Establish wireless back-up services over cable networks	Works/PPU /COMSIT	68. Provision of wireless backup service for cable networks	N5m	2015-2018
			iv. Have a schedule for preventive maintenance of	Works/CO		N1m	2015-

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			<p>cable networks/Installed devices</p> <p>v. Create redundancy in cable lines</p>	<p>MSIT</p> <p>Works/PPU /COMSIT</p>	<p>69. Implementation of preventive maintenance schedules for cable networks and installed devices</p> <p>70. Number of redundancy cable lines</p>	N2m	<p>2018</p> <p>2015-2018</p>
		c. Ensuring ICT-related subscriptions are up to date	<p>i. Create a log of ICT- related subscriptions</p> <p>ii. DCOMSIT to Send alert to VC on expiry of subscription 3-months to the date</p> <p>iii. Ensure specific fund allocation for renewable subscriptions and upgrade from the beginning of the year</p>	<p>VC/ COMSIT/ICT Board</p> <p>COMSIT</p> <p>DVC(Acad.)/APU/Bursary/COMSIT</p>	<p>71. An alert system of ICT subscriptions</p> <p>72. Indication of expiry of subscription to COMSIT Board 6 months and VC 3 months to expiry with fortnight reminders</p> <p>73. Produce plans for systematic yearly upgrade for which funds will be allocated</p>	N200m p.a.	<p>2015</p> <p>2014-2018</p> <p>2014-2018</p>
3. To ensure that the University	Connecting the University campuses by fibre-optic cables	a. Extending coverage of the fibre-optic cable	i. Determine the requirement for fibre-optic	VC/COMSIT/ICT Board/PPU	74. Produce the plan and bill of quantities for fibre-optic cabling	N1m	2014-2015

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
campuses are connected by optical fibre cables		system to all campuses	<p>cabling to all campuses</p> <p>ii. Contract the project for installation of intercampus optical fibre cables</p>	Council/VC /ICT Board/CO MSIT/PPU	of the campuses 75. Installation of inter-campus fibre-optic cables	N200m	2014-2015
		b. Providing fibre-optic cable system to all buildings	i. Contract the project for inter building fibre-optic linkages	Council/VC /COMSIT/ICT Board/PPU /Bursary	76. Installation of inter-building fibre-optic linkages – Percentage increase in number of buildings linked	N50m	2015
4. To ensure that all staff have access to timely information	Timely dissemination of information to staff	a. Providing sufficient and affordable Internet bandwidth for staff and students	i. Advocate for increased financial contribution	Council/Unions	77. Identification of affordable bandwidth needs of staff and students and making provision for same		2014-2018
		b. Actualising the University intranet	<p>i. Install local exchange server</p> <p>ii. Generate/update e-mail addresses for e-mails and instant messages</p> <p>iii. Create the intranet platform for document exchange</p>	<p>Council/CO MSIT/PPU</p> <p>COMSIT</p> <p>Council/VC /Bursary/C OMSIT</p>	78. Installation of local exchange server	<p>N10m</p> <p>N8m</p>	<p>2015-2018</p> <p>2014-2018</p> <p>2015-2018</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
5. To ensure sustainable real time web content management	Management of real time web content	a. Decentralising the update of the web content	i. Create faculty and unit sub-domains ii. Identify and train two staff per Faculty/Units on web-content management iii. Ensure deployment of IT staff to all faculties/units	COMSIT/Faculties/Units Faculties/Units/COMSIT COMSIT	79. Number of Faculty/Unit sub domains as a proportion of total included in COMSIT's plan 80. Number of staff of Faculty/Units trained on web content management as a proportion of total 81. Number of Faculties/Units with IT staff as a proportion of total	N2m N0.1m	2014-2018 2014-2018 2014
		b. Ensuring real time information on the university web page management	i. Create unique web space for the Corporate Affairs Unit to manage information ii. Deploy e-report platforms iii. Update information content from the website as necessary	VC/COMSIT/Corporate Affairs Unit COMSIT COMSIT/Corporate Affairs/Faculties/Units	82. Availability of web space for the use of Corporate Affairs Unit 83. Platforms for e-report 84. Updates of information on the website	N1m	2014-2018 2014-2018 2014-2018
6. To ensure Institutionalisation of students' Portals	Institutionalization of students' portals	a. Automating students' record management fully	i. Expand the portal and make it more functional	VC/DVCs/COMSIT/ASS	85. Portal expansion and functionality 86. Number of portal	N2m p.a.	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			ii. Improve the query and report generation function of the portal iii. Train Heads of Units on reporting functions iv. Enforce the use of portal-generated reports for university activities	COMSIT COMSIT/Registry/Faculties/CREDIT/Units Senate/COMSIT/Faculties/ASS/Units	queries and reports generated 87. Number of Head of Units trained on reporting functions 88. Number of university activities where portal generated reports are utilized as a proportion of total	N0.4m	2014-2018 2014-2018 2014-2018
		b. Deploying an automated transcript management system	i. Ensure timely completion of result entries ii. Digitalise old academic records iii. Enable the capability for transcript request on the portal	Senate/DVC (Acad.)/ASS/Faculties/COMSIT Council/VC/DVC (Acad.)/ASS/COMSIT COMSIT/ASS	89. Putting of an automated transcript management system in place 90. Making of old academic records available in digital form 91. Transcript request through the portal	N20m	2014 2014-2015 2015
7. To deploy an enterprise system that would integrate the	Integrating portal interface for administrative functions	a. Creating staff portal for administrative and financial record management	i. Create human resources portal to automate registry functions	Council/VC/Registrar/Bursary/HR/COMSIT	92. Activation of human resources portal to integrate registry, bursary and health/wellness	N15m N5m	2015-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
administrative functions of the University			ii. Create a bursary portal iii. Create a health/wellness portal interface for clinic appointments and routine medical check-up	VC/COMSIT/Bursary VC/COMSIT/UHS/HR/Student Affairs	functions	N5m	2015-2018 2015-2018
8. To enhance ICT capacity of all staff and students	ICT capacity building for staff and students	a. Training of staff and students on the use of the University's ICT facilities	i. Provide information on available ICT infrastructure ii. Conduct ICT orientation for new staff and students iii. Conduct basic ICT training at least twice a year during the plan period (For who)	Registry/COMSIT/SAU/CREDIT CREDIT/COMSIT/Registry/SAU COMSIT/Registry	93. Awareness of staff and students on available ICT infrastructure 94. ICT Orientation for new staff and students 95. Number of ICT trainings per year	N0.1m N1m	2014-2018 2015 2014-2018
		b. Enhancing the capacity of staff and students to use ICT platforms for teaching and research	i. Facilitate acquisition of PDAs by staff and students ii. Deploy ICT learning infrastructure in lecture facilities iii. Promote	VC/COMSIT/SAU//APU/SU/Registry Council/COMSIT/APU/PPU	96. Platforms for acquisition of PDAs by staff and students 97. Number of lecture facilities with ICT learning infrastructure as a proportion of total	N0.5m N500m	2014-2018 2015-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			employment of computer-literate staff iv. Encourage staff and students to develop applications relevant to university needs	VC/Registrar/Faculties/Units/COMSIT Faculties/Units/COMSIT	98. Inclusion of ICT literacy in staff selection processes 99. Number of applications relevant to university needs developed by staff and students	N2m	2014-2018 2014-2018
GOAL 3: PROMOTE PROBITY, EQUITY AND CORE VALUES							
1. To have a document containing the Vision, Mission and Core Values of the University	University Vision, Mission and Core Values document	a. Producing and distributing the document	i. Prepare the document ii. Circulate the document to all staff and students	VC/Registrar/Corporate Affairs/Bursary Registry/SAU	100. Awareness of University Vision, Mission and Core Values by staff and students	N5m	2014 2014
		b. Displaying the Vision, Mission statements and core values of the University at strategic locations on the campuses	i. Prepare the statement for display ii. Produce flex banners and other signage at strategic locations on the campus for	VC/Corporate Affairs/COMSIT VC/Corporate Affairs	101. Frequency of placement of vision, mission and core values on media 102. Number of locations of outdoor screens, banners and other signage on which vision, mission	N50m	2014-2015 2015

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			display iii. Install outdoor viewing screens to scroll vision, mission, core values and other pieces of information		and core values are displayed		2014
2. To entrench the principles of equity, fairness and justice at all times	Equity, fairness and justice as principles for decisions and actions	a. Promoting awareness of the rights and obligations of all staff and students	i. Review the University's Rules and Regulations and Conditions of Service ii. Review the Students' Handbook iii. Circulate to all staff and students	Council/Se nate/Registry/Legal Unit/Staff Unions Registry/Legal Unit/SAU/SU Registry/SAU	103. Availability of reviewed Rules and Regulations and Conditions of Service to every staff 104. Availability of reviewed Students' Handbooks to every student	N1.5m N5m	2014 2015 2015
		b. Ensuring adherence to rules and regulations of the University	i. Apply rewards and sanctions appropriately	Council/VC /Registry/SAU	105. Number of violations of University Rules and Regulations 106. Number of rewards for conformity of the R&R		2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
					107. Number of sanctions for violation of the R&R		
		c. Attending promptly to reported cases of injustice and misconduct	<p>i. Provide a clear procedure for laying complaints</p> <p>ii .Ensure regular meetings of designated disciplinary bodies</p> <p>iii. Publish the outcome of investigations of misconduct or injustice</p>	<p>Council/VC /Registry/Legal Unit/SERVI COM</p> <p>Council/VC /Registry</p> <p>VC/Corporate Affairs/Registry/SAU/COMSIT</p>	<p>108. Number of complaints/reported cases of injustice</p> <p>109. Number of meetings of designated disciplinary bodies</p> <p>110. Number of published outcomes of investigations of misconduct or injustice</p>		<p>2014</p> <p>2014</p> <p>2014</p>
		d. Ensuring equity in the dispensation of welfare and developmental opportunities	i. Provide equal chances for welfare and accessing developmental opportunities	VC/APU/CREDIT/Registry/SAU	111. Information from staff and students on equity experienced in specified developmental opportunities (survey)		2014
		e. Promoting freedom of expression	<p>i. Eliminate obstacles to laying complaints</p> <p>ii. Provide channels for feedback from</p>	<p>VC/SAU/SERVICOM</p> <p>VC/Registry/SAU</p>	<p>112. Awareness of staff and students on avenues for lodging their complaints and limits provided by R&R</p> <p>113. Information on outcomes of</p>		<p>2014</p> <p>2014</p> <p>2014</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			<p>staff and students</p> <p>iii. Sensitise on the limits of expression as guided by University regulations</p>	Registry/S AU	investigations of complaints and injustice		
		f. Taking proactive steps to stem possible threat to peace	i. Set up appropriate harmonisation mechanisms	VC/UNION S	114. Information on potential threats to and steps for ensuring it.		2014
3. To ensure that staff recruitment and students' admission reflect Federal Character	Reflecting FGN guidelines in staff recruitment and students' admission	a. Ensuring representation of staff and students in accordance with Federal Government guidelines	<p>i. Uphold the principle of Federal Character on staff recruitment</p> <p>ii. Uphold the Federal Government guidelines on admission</p>	Council/VC /Registry/U AO	<p>115. Distribution of newly recruited staff showing extent of conformity to FGN guidelines and source of publication</p> <p>116. Distribution of newly admitted students showing extent of conformity to FGN guidelines and source of publication</p>		2014 2014
4. To uphold the Federal Government's action on employment and admission of the physically		a. Creating a platform for identifying applicants with disabilities	<p>i. Ask for disability status on pre-admission screening registration form</p> <p>ii. Confirm disability status during pre-</p>	<p>VC/Registry/UAO</p> <p>VC/UAO</p>	117. Distribution of newly recruited physically challenged staff and admitted students showing extent of conformity to FGN guidelines and source of		2014 2015

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
challenged			admission screening iii. Ensure affirmative action for staff with disabilities during interview and students during selection	VC/UAO/R registry	publication		2015
5. To sustain and improve on the support facilities for the physically challenged	Support facilities for the physically challenged	a. Sustaining and improving support for staff and students with disabilities	i. Create a special disability assessment and counselling unit ii. Maintain and improve on access to all university facilities are user-friendly for the physically challenged	VC/PPU/Counselling Unit/SAU VC/PPU/Works & Maintenance/CSSD	118. A Unit for support facilities for students and staff with disabilities 119. Number of user friendly university facilities to people with disabilities as a proportion of the total	N10m	2014 2014
6. To ensure that University awards are given to persons who promote the University's core values.	Awards for promoting the University's core values	a. Sustaining equity and justice in the University award processes	i. Seek out and document acts of integrity by University stakeholders ii. Request nominees from Departments/ Units iii. Institute awards for different categories of	VC/Registry/Faculties/Units VC/Registry VC	120. Number of persons winning Awards for exhibiting core values of the University by their categories (through due selection processes)		2014 2014 2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			stakeholders iv. Resuscitate the reward system for staff with at least 20 years of meritorious service v. Identify persons that have contributed creative and innovative ideas for awards	VC/Registry VC/Registry			2014
OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
GOAL 4: PRODUCE GLOBALLY-COMPETITIVE GRADUATES							
1. To sustain and improve on global competitiveness of the graduates of University of Ilorin	Employability of University of Ilorin graduates	a. Sustaining and improving on the high admission standards	i. Uphold excellence in admission benchmarks ii. Uphold the Post-UTME screening by e-assessment	Senate/UA O/Faculties Senate/UA O/COMSIT	121. Improving cut off scores for admission of candidates into all programmes	N50m	2014 2014
	Compliance with the University's carrying capacity	b. Complying with the established carrying capacity of	i. Maintain NUC staff-students' ratio as prescribed for all		122. Use of staff-students' ratio as guide for staff		2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		the University to enhance quality of learning	<p>academic programmes</p> <p>ii. Recruit quality lecturers especially ones with Ph.D.</p> <p>iii. Recruit competent non-teaching staff</p>	VC/Senate/Registry/APU	<p>recruitment</p> <p>123. Number of newly recruited lecturers with Ph. D.</p> <p>124. Skills based standards for recruitment of non-teaching staff</p>		<p>2014-2018</p> <p>2014</p>
		c. Producing well-rounded graduates	<p>i. Emphasise the cognitive, affective and hands-on training and learning in all programmes</p> <p>ii. Sustain the involvement of students in critical decision-making processes</p> <p>iii. Promote leadership training courses through mentorship, training and workshop</p>	<p>APU/Faculties</p> <p>APU/Faculties/SAU</p> <p>APU/SAU/CREDIT</p>	<p>125. Improved mean scores in degree examinations</p> <p>126. Number of suggestions and inputs made by students during decision making</p> <p>127. Number of leadership workshops and mentorship programmes</p>	N5m p.a.	<p>2014</p> <p>2014</p> <p>2014-2018</p>
		d. Sustaining computer appreciation courses and introducing discipline-based	i. Sustain and improve the computer appreciation content of various	Council/VC / COMSIT/Faculties	128. Computer appreciation courses and discipline specific applications introduced	N10m p.a.	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		application	programmes				
		e. Monitoring the rating of graduates of the University by employers and graduate school	i. Obtain records of employers or graduate schools on prescribed template	ASS/Faculties/Alumni Office	129. Employers' rating of Unilorin graduates		2014
2. To reduce deviant behaviours among the students' population	Rate of students' involvement in deviant acts	a. Instituting policies that promote the core values of the University	i. Conduct orientation on code of Ethics for a minimum of one week ii. Enforce the Code of Ethics as it affects students	SAU/SERV ICOM/ACT U/IRC SAU/SERV ICOM/ACT U/IRC	130. Number of deviant cases recorded among students	N3m p.a.	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		b. Eradicating cultism and other forms of anti-social behaviours	<p>i. Sustain and improve on the guidance and counselling services</p> <p>ii. Mount educative electronic billboards to promote good character at strategic locations on the campuses</p> <p>iii. Sustain enforcement of rules and sanctions against all forms of anti-social behaviour including cultism</p> <p>iv. Publicise sanctions against decided cases</p> <p>v. Encourage and promote activities such as work-study, sports, debate, drama, etc.</p>	<p>VC/SAU/U CHDC</p> <p>Council/VC /Corporate Affairs</p> <p>Council/VC /Legal Unit/Registry/SAU</p> <p>SAU/Corporate Affairs/CO MSIT</p> <p>SAU/SU/Philanthropists/Quiz and Debate Club</p>	<p>131. Number of cases exposed to counselling/year</p> <p>132. Number of students sanctioned for anti-social behaviours per year</p> <p>133. Number of reported sanctions and media used</p> <p>134. Number of students engaged in constructive activities like work-study, debate, drama, sports, community service etc</p>	<p>N5m</p> <p>N10m p.a.</p> <p>N2m p.a.</p> <p>N20m p.a.</p>	<p>2015</p> <p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p>
3. To promote	Improved	a. Rewarding	i. Sustain and	VC/Senate/	135. Number of	N25m p.a.	2014-

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
excellence in learning	performance in University courses and programmes	excellence	improve University Scholarship scheme ii. Sustain prize awards at convocation	ASS/Bursary/Philanthropists VC/Senate/ASS/Bursary/Philanthropists	students on scholarship by both external agencies and the university 136. Number of Prizes awarded during the convocation		2018 2014-2018
		b. Sustaining tutorials	i. Engage graduate students as Tutorial Assistants	Senate/APU/Faculties	137. Number of postgraduate students employed as Tutorial Assistants 138. Number of hours of tutorials held per semester/session 139. Amount approved and released for tutorials	N10m p.a.	2014-2018
		c. Stemming all of forms examination malpractice	i. Promote awareness of the rules and regulations governing examinations ii. Sustain strict monitoring, invigilation, and supervision iii. Introduce electronic	Senate/APU/Faculties/ASS/SAU/Corporate Affairs/Alumni Senate/APU/Faculties/ASS/SERVICOM VC/COMSIT	140. Number of cases of examination malpractice 141. Ratio of students to invigilators and supervisors during examinations 142. Number of Examination Halls provided with	N10m N15m	2014-2018 2014-2018 2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			surveillance in Exam Halls iv. Apply and publicise sanctions against decided cases	Corporate Affairs/SAU /COMSIT/R registry	electronic surveillance devices		2014-2018
		d. Promoting exchange programmes with other institutions	i. Establish in each Department at least one linkage over the plan period ii. Make budgetary provisions for visiting international scholars to a minimum of 5% of faculty	Senate/VC/Faculties/Units/CIE Senate/VC/CIE/APU	143. Number of Departments with newly established linkage 144. Amount provided for visiting scholars/proportion	N15m p.a.	2014-2018 2014-2018
		e. Ensuring that the University curricula meet global standards	i. Appraise the curricula for restructuring	Senate/APU/Faculties/ASS	145. Curricular appraisal and review approved per year		2014
		f. Enhancing quality assurance in teaching and learning	i. Monitor delivery of lectures ii. Sustain administration and analysis of students' assessment of lecturers and feedback iii. Demand and	VC/Senate/APU VC/Senate/APU	146. Number of lecture hours not held as a proportion of total number of lecture hours 147. Compliance of lectures to course outline/curriculum 148. Number of		2014 2014 2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			<p>ensure implementation of External Examiners' reports</p> <p>iv. Sustain the grading of students' scripts within four weeks of conclusion of the examinations</p> <p>v. Review e-assessment</p> <p>vi. Sustain notification of students' results to parents/guardian at the end of every academic session</p>	<p>VC/APU</p> <p>Senate/Faculties/Departments</p> <p>Senate/VC/COMSIT//CBT/Faculties/Students</p> <p>Senate/ASS/COMSIT/Corporate Affairs</p>	<p>departments having final year questions moderated and results processed with evidence of External Examiners' reports</p> <p>149. Number of courses failing to meet the deadline on grading of students' scripts</p> <p>150. Number of feedback obtained from parents after receiving results.</p>	N2m	<p>2014</p> <p>2014</p> <p>2014</p>
4. To ensure that all Alumni are captured in the University database	Alumni Database	a. Deploying appropriate technology to track Unilorin graduates	<p>i. Call for enrolment and support in Newspaper adverts, Unilorin FM Radio and University website</p> <p>ii. Sustain wide publicity of University activities for the attention of Alumni</p>	<p>VC/COMSIT/Advancement Office/Corporate Affairs</p> <p>VC/Advancement Office/Alumni Association</p>	151. Proportion of alumni whose details are in the Alumni Database	<p>N5m</p> <p>N2m</p>	<p>2014</p> <p>2014-2018</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
				/Corporate Affairs			
5. To improve employability of University graduates	Employment of graduates	a. Formulating appropriate strategy	i. Expand Technical and Entrepreneurial Centre (TEC) for greater acquisition of skills for self-employment	Council/VC /Senate/Bursary/ Faculties /COMSIT/TEC	152. Number of employed graduates as a proportion of total graduates in tracer records from Alumni Database 153. Proportion of self employed graduates	N250m	2014-2018
		b. Restructuring the curricular to improve the potentials of students for employability	i. Provide appropriate laboratories and workshops for hands-on training	Council/Senate/VC/Faculties/APU /TEC			2016
		c. Searching and disseminating information on job opportunities	i. Mount annual workshops on application writing and interview techniques for final year students	Registry/Alumni/Advancement Office/APU /UCHDC	154. Workshops on application writing and interview techniques per Faculty per year	N0.5m p.a.	2014-2018
6. To accommodate more students on the university campus	Accommodation of students on the university campus	a. Enhancing policies that will encourage provision of more accommodation for students	i. Provide incentives that will encourage PPP on BOT ii. Seek philanthropic support iii. Seek increased allocation from Government for Hostel construction	DVC(MS)/PPU/Works /LGU/Advancement Office Advancement office	155. Number of bed spaces on campus as a proportion of students' population 156. Proportion of bed spaces provided by PPP and philanthropic support	N1m	2015 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
				Council			
7. To improve learning conditions and ensure readiness for accreditation of all our programmes at all times	Improvement of learning conditions	a. Building and equipping more ICT-compliant laboratory/lecture theatres	i. Encourage Alumni/friends to build or rehabilitate lecture rooms/theatres	Council/Senate/Faculties/Philanthropists/Advancement Office/Alumni	157. Proportion of university programmes ready for accreditation 158. Percentage increase in lecture rooms/theatres available for use per year.	*	2014
		*b. Upgrading all the existing lecture theatres in the University	i. Make budgetary provision for the needs assessment allocations for departments	Council/VC/PPU/Bursary/Works	159. Number of lecture theatres upgraded as a proportion of total number of lecture theatres		2015
8.To encourage volunteering amongst students	Participation of students in volunteer work	a. Developing an attractive message that appeals to potential volunteers	i. Set up a Committee to promote volunteer work amongst students	VC/SAU/U CHDC/SU	160. Number of student volunteers on campus and work available	N1m p.a.	2014-2018
			ii. Organise sensitisation and training programmes on volunteerism	Senate/AP U/SAU/SU/ Faculties			2014-2018
			iii. Provide incentives to promote volunteering recognition, protection of volunteering time,	Senate/AP U/SAU/SU/ Faculties			N1m p.a.

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			discounting privileges				
9.To encourage the students to engage in community services	Participation of students in community services	a. Strengthening student-centred community-based and problem-solving curricula to enable students develop skills that are more relevant to their communities	i. Strengthen COBES by widening its scope for greater social development	Senate/TE C/Faculties	161. Number of students participating in community services 162. Number and frequency of community services in which university students participate	*	2014-2018
GOAL 5: FOSTER INTERNATIONALISATION, PARTNERSHIPS AND LINKAGES							
1. To sustain and improve existing linkages	Improvement of linkages	a. Operating existing MOUs with institutions and research centres/organisations	i. Appraise the status of existing MOUs ii. To revive moribund/dormant MOUs iii. Canvas for more linkages	VC/CIE/APU/LGU/Advancement Office	163. Percentage increase in number of linkages 164. Number of revived MOUs 165. Number of MOUs utilized per year	N10m p.a. N5m p.a.	2014 2014-2018 2014-2018
2. To increase the number of staff and students for exchange programmes	Expansion of staff and students' exchange	a. Updating the existing MOU guidelines b. Exchanging a minimum of ten students per annum	i. Update and circulate the existing MOU guidelines i. Explore opportunities for staff and students' exchange in MOUs	VC/Senate/CIE/APU/College/Faculties VC/Senate/CIE/APU/College/	165. Awareness of existing MOUs by staff and students 166. Number of students on exchange programmes per year	N5m p.a.	2014 2015-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		c. Exchanging academic, administrative and technical staff through sabbatical appointments and research visits	i. Explore opportunities for exchange through sabbatical appointments, postdoctoral fellowships and research visits	Faculties VC/CIE/AP U/College/ CREDIT/Faculties/Units/Staff	167. Number of staff on exchange programmes through sabbatical, postdoctoral, short visit, research collaboration etc	N15m p.a.	2015-2018
3. To assist students with industrial training placements and Community Based Experience and Services (COBES)	Placement of students for industrial training and COBES	a. Establishing linkages with key organisations within and outside the country for the purpose of absorbing students for SIWES b. Establishing linkages with relevant communities	i. Seek opportunities for attachment of students for IT in public and private organisations i. Seek opportunities for attachment of students for COBES in communities	VC/CIE/AP U/College/ Faculties/SIWES/Registry VC/APU/College/Faculties/TEC/Registry	168. Increase in number of agencies and institutions (private and public) accepting students for IT 169. Number of communities in which COBES attachment operates	N15m p.a.	2014-2018 2014-2018
4.To assist Unilorin Alumni with job placement	Job placement for Unilorin Alumni	a. Securing job placement for Unilorin Alumni	i. Establish contact with private and public sector agencies for employment purposes	VC/CIE/AP U/College/ Advancement Office/Faculties/SAU/C	170. Increase in the number of ex-students assisted for gainful employment through job placement per year		2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
				OMSIT/Corporate Affairs			
5. To Promote research and development activities with institutions and organisations	Collaborative research with other institutions and organizations	a. Establishing links for research and development activities with institutions/organisations	i. Explore areas of mutual research interest for development with other universities/institutions/organisations	VC/CIE/APU/College/Faculties/CREDIT/Advancement Office	171. Number of collaborative research projects per year/increase in this number per year		2014-2018
6. To sustain the sourcing of external examiners from foreign universities	Invitation of external examiners from other countries	a. Ensuring that each Department's Programme has at least one external examiner from a foreign university	<p>i. Identify academics from foreign universities to serve as external examiners</p> <p>ii. Seek fund to support international external examiners</p> <p>iii. Ensure invitation is based on available seed fund</p>	VC/CIE/College/Faculties/CREDIT/PGS	172. Number of external examiners from other countries per year/ increase in this number per year	N20m p.a.	<p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p>
7. To provide a conducive and secure	Conduciveness of Unilorin for	a. Providing functional accommodation for	i. Build 20 self-contained units (1 or 2 bedrooms)	Council/VC/PPU/CIE/Advancem	173. Number of self contained units built for use by	N100m	2015-2016

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
environment for international staff	international staff	University international staff	ii. Put in place a car loan scheme for international staff with minimum of 1yr contract	ent Office Council/VC	international staff 174. Number of international staff granted car loan per year		2014-2018
GOAL 6: ACHIEVE EFFECTIVE AND EFFICIENT HUMAN RESOURCE MANAGEMENT							
1. To ensure that appointments are competitively made	Competitive appointments	a. Placing advertisements in reputable and appropriate media bi-annually	i. Update recruitment policies and procedures ii. Make mandatory advertisement of vacant positions	Council/VC /Registry/APU	175. Number of positions filled through advertisement + shortlist after presentation at would be departments	N3m p.a.	2014-2018 2014-2018
		b. Introducing interaction with applicants at the levels of the departments or units and making recommendations before interview	i. Enforce mandatory presentation by applicants at would-be departments/units before shortlisting ii. Review the interview scoring sheet to include scores for presentation at Departments/units	Registry/Faculties/Units Registry/Faculties/Units			2014-2018 2014-2018
2. To ensure that all new staff are taken through an orientation	Orientation for newly recruited staff	a. Scheduling bi-annual orientation programmes in the University calendar	i. Design and execute orientation programmes for new staff	Registry/CREDIT/APU/Faculties/Units	176. Extent to which newly recruited staff are given orientation (from post orientation survey)	N1m p.a.	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
programme within two weeks of assumption of duties			ii. Design and execute tailor-made, desk specific and time-flexible orientation programmes for newly recruited staff iii. Design and execute Monitoring &Evaluation Programme	Faculties/Units APU			2014 2014
3. To ensure that all new staff are trained on computer appreciation	Computer appreciation training	a. Scheduling bi-annual computer appreciation programmes	i. Design and execute biannual computer appreciation courses ii. Design and execute tailor-made, desk specific and time flexible computer appreciation course	Registrar/Faculties/CR EDIT/APU/COMSIT/Units Faculties/Units/CREDIT/COMSIT	177. Performance in Computer Appreciation by newly recruited staff (from post training assessment)	N1.5m p.a.	2014-2018 2014-2018
4. To ensure adequate office accommodation for staff	Office accommodation for staff	a. Constructing facilities to meet the needs of staff	i. Conduct needs assessment survey ii. Obtain adequate budgetary provision iii. Undertake needed contracting process iv. Construct, furnish	APU/PPU/Works Council/VC PPU/Works	178. Number of staff without office accommodation as a proportion of the total number of staff	N400m pa	2015-2018 2015-2018 2015-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			and commission facilities	/Faculties/ Units			2015-2018
5. To ensure that staff promotions continue to be merit-based	Staff promotion on merit	a. Enhancing global standards in promotion policy	i. Review promotion policy ii. Circulate guidelines in line with conditions of service iii. Ensure merit-based promotion	Registry/Faculty/A&PC Registry	179. Awareness of guidelines on promotion and conditions of service by staff 180. Extent to which staff members assess the promotion exercise to be on merit (survey)		2014-2018 2014-2018 2014-2018
6. To ensure adequate remunerations for services provided by staff	Adequate remuneration for services rendered by staff	a. Reviewing allowances for ad hoc duties including meetings	i. Set up a committee to review allowances for ad hoc duties ii. Implement approved recommendations	Council/Senate/Staff Unions VC	181. Reviewed allowances for ad hoc duties rendered by staff		2014 2014
		b. Developing an acceptable framework for sharing revenues from revenue-yielding units	i. Set up a committee for review of appropriation of revenues from revenue-yielding units ii. Implement approved recommendations	Council/Senate/URD MB Council/VC	182. Sharing formula for revenue yielding units and departments		2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			iii. Periodically survey and analyse remunerations in the industry	APU/URD MB			2014-2018
7. To ensure proper disciplinary procedures		a. Ensuring fairness in the dispensation of justice	i. Review staff's condition of service ii. Review and obtain approval for revised staff disciplinary procedures iii. Circulate the document to all staff iv. Conduct annual evaluation survey	Council/Registry/APU Council/Registry/Staff Unions/Legal Unit Registry APU	183. Awareness of reviewed conditions of service by staff		2014-2018 2014-2018 2014-2018 2014-2018
8. To ensure regular training and re-training of staff		a. Providing adequate training needs for staff	i. Constitute a Committee on Staff Training Needs Assessment ii. Train staff of Human Resources department on Training Needs Analyses techniques iii. Sponsor academic staff to at least one local and one international	VC/Registry/CREDIT/APU/College/Faculties/Units VC/Registry Council/Senate/VC	184. Number of staff trained per year	N1m p.a. N300m p.a. N50m p.a.	2014 2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			conferences annually iv. Sponsor non-teaching staff to professional conferences at least once in a year v. *Organise regular workshops & seminars to train staff	Council/VC /Registry VC/Registry/CREDIT/APU	185. Number of academic staff sponsored to local and international conferences 186. Number of non academic staff sponsored to professional conferences per year	N5m p.a.	2014-2018 2014-2018
OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
GOAL 7: INCREASE REVENUE GENERATION							
1. To improve the existing endowment drive of the University to attain at least N10b at the end of the plan period	Improved endowment drive	a. Empowering the Advancement Office for better performance	i. Recruit appropriate staff including professional staff in generating endowment fund ii. Provide adequate facilities required for fund drive iii. Review Endowment Policy	Council/VC /Registry Council/VC /PPU Registry/Advancement Office	187. Increase in endowment funds (yearly percentage in relationship to the target of N10b)	N15m p.a.	2014-2018 2014-2018 2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		b. Instituting an annual University endowment day	1. Constitute a subcommittee Endowment Day iv. Fix a date for the annual event v. Organise the event	Council/VC /Registry/Advancement Office/Alumni Council/Senate Council/VC /Registry/Advancement Office/Alumni/Sub-Committee	188. Response to endowment day event (funds realized)	N10m p.a.	2014 2014-2018 2014-2018
		c. Identifying and soliciting support from friends and partners	i. Identify and develop a list of friends and partners of the University ii. Establish a regular contact with identified friends and partners of the University iii. Compile a list of projects to be endowed	Council/Senate/Registry/Faculties/Advancement Office/Alumni Registry/Advancement Office/Alumni Council/VC /PPU/Facul	189. Number of friends and partners endowing funds		2014 2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
				ties			
2. To improve Alumni participation in University funding to attain at least N500m annually	Improvement of Alumni participation in university funding	a. Putting in place a vibrant University Policy that will promote lifelong partnership with the Alumni	<p>i. Review existing University policy on the Alumni regarding funding</p> <p>ii. Update the existing Alumni data base and register for constant linkage</p> <p>iii. Package strategic information for members</p> <p>iv. Conduct strategic advocacy to alumni members</p> <p>v. Institute a recognition and reward system for outstanding Alumni</p>	<p>VC/Registry/Alumni Office/Corporate Affairs/Advancement Office</p> <p>Registry/Alumni Office</p> <p>Corporate Affairs/Alumni Office</p> <p>VC/Advancement Office/Corporate Affairs/Alumni Office</p> <p>Council/VC/Senate/Registry/Alumni Office</p>	190. Amount attracted from Alumni per year as a proportion of N500m	<p>N2m p.a.</p> <p>N5m p. a.</p>	<p>2014-2018</p> <p>2014-2018</p> <p>2014</p> <p>2014-2018</p> <p>2014</p>
3. To enhance the capacity of University	Generation of N10b by URDMB within the plan period	a. Establishing new Strategic Business Units (SBU)	i. Carry out a feasibility study for new SBUs to identify	URDMB/UCU/Faculties	191. Number of new SBUs per year	N150m	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
Resource Development and Management Board (URDMB) to generate a minimum of N10b over the Plan Period			viable SBU		192. Funds generated by SBUs as a contribution entire University funds per year	N500m p.a.	2014-2018
			ii. Budget for viable SBUs including adequate remuneration and upgrade of facilities	Council/VC /URDMB/St aff Unions			2014-2018
		b. Assessing existing SBUs with a view to improving performance	i. Establish standard performance criteria for assessing the SBUs	Council/UR DMB	193. viability of SBUs and contributions to University funds		2014
			ii. Board to carry out assessment and make recommendation to Council	Council/UR DMB			2014
			iii. Implement approved recommendations	URDMB			2014-2018
		c. Encouraging collaborative/joint investments with the organised private sectors using Unilorin Holdings Ltd./URDMB	i. Consultancy Unit to scout for jobs/ services/investment opportunities and contracts	URDMB/U CSU	194. Funds realized from joint investments with the organized private sector		2014-2018
			ii. Strengthen the existing Consultancy Services Unit to include	Council/VC /URDMB/U CSU			2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			professionals				
4. To encourage University staff to attract Funds/Projects/Grants/Equipment to the University to the tune of N1b p.a.	Attraction of funds/projects/equipment to the University	a. Putting in place an incentive structure to motivate staff to attract funds/grants/projects/equipment	<p>i. Document modalities for operations/incentives</p> <p>ii. Sensitise the University Community on the incentive structure</p> <p>iv. Ensure prompt payment of competitive honoraria to facilitators</p>	<p>Council/VC/Bursary/URDMB/UCSU/Registry</p> <p>Registry/URDMB/Corporate Affairs/COMSIT</p> <p>Council/VC/Bursary</p>	<p>195. Sum of funds/projects/Grants/equipment attracted yearly by staff as a proportion of N1b</p> <p>196. Awareness of incentive structure by staff</p>		<p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p>
5. To attract developers to construct more hostels to accommodate at least 20,000 students	Attraction of developers for hostel construction	a. Providing enabling environment to attract private developers	<p>i. Assess and review the existing policy</p> <p>ii. Advertise Private Public Partnership (PPP) opportunities in hostel area</p>	<p>VC/PPU/AU</p> <p>VC/PPU/AU/Corporate Affair</p>	197. Number of bed spaces available to students as a proportion of 20,000	N1m p.a.	<p>2014-2018</p> <p>2014-2018</p>
6. To manage efficiently and effectively all the part-time, sandwich degree and subdegree programmes to generate more	Efficiency and effectiveness of management of part-time, sandwich and sub-degree programmes	a. Designing and mounting new programmes within the plan period	<p>i. Carry out feasibility study for proposed new programmes</p> <p>ii. Mount viable programmes</p> <p>iii. Provide</p>	<p>Council/VC/Senate/UBS/SPS/Faculties/IOE/APU</p> <p>Senate/Faculties/APU/</p>	<p>198. Amount realized from part-time, sandwich and sub-degree programmes per year as a proportion of N2b</p> <p>199. Efficiency and effectiveness of</p>	N500m p.a.	<p>2014-2018</p> <p>2014-2018</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
revenues to the tune of N2b annually			necessary infrastructures and logistics vi. Pay attractive remuneration for participatory staff vii. Improve on the ethics of the existing workforce	Institutes/Centres Council/VC/Senate/PPU Council/VC/Senate/Bursary APU	management (survey)		2014-2015 2014-2018 2014
		b. Restructuring the existing programmes to be more attractive	i. Assess the efficiency of the existing programmes ii. Implement recommendations from such assessment	Senate/Faculties/APU Senate/APU/Faculties	200. Attractiveness of existing programmes – Number of applicants applying to study each of them		2014-2018 2014-2018
OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
GOAL 8: CONTRIBUTE TO ENVIRONMENTAL SUSTAINABILITY							
1. To upgrade the environmental management	Environmental management upgrade	a. Reviewing the environmental policy to include waste management in its	i. Circulate the environmental policy document	Environmental Committee/PPU/Works	201. Awareness of the University's environmental policy	N1m p.a.	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
policy		assignment b. Increasing awareness of the environmental policy c. Assessing the current level of landscaping and beautification of the university campus	ii. Make budgetary provision for implementation i. Set up a committee to maintain and improve existing landscape ii. Consult regularly with experts among staff on environmental issues	/Corporate Affairs Council/VC /APU DVC(MS)/F aculties/En vironmental Committee VC/Facultie s/Works/En vironmental Commmitte e	202. Percentage of occupied area landscaped 203. Level of maintenance of landscaped area	N5m p.a.	2014 2014-2018 2014-2018
2. To beautify the environment		a. Providing appropriate paving at parking lots and designated parking spaces; landscape and beautify all existing activity areas e.g. where photographers assemble	i. Ensure that the Committee is active ii. Embark on a mixture of soft and hard methods of landscaping iii. Provide more walkways to all existing structures iv. Landscape and beautify all developed areas to	DVC(MS)/ PPU/Enviro nmental Committee Council/VC /PPU/Work s/Environm ental Committee PPU/Works PPU/Works	204. Capacity of paved and designated parking lot on campus (i.e. number of vehicles provided for)	N50m p.a.	2014-2018 2014-2018 2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			the level around the senate and auditorium buildings v. Submit regular quarterly reports	Environmental Committee			2014-2018
3. To maintain a hygienic environment	Maintenance of a hygienic environment	a. Employing state-of-the-art equipment and techniques to promote environmental health	i. Assess, design and cost necessary works ii. Fumigate regularly the nooks and crannies of living and working areas of the University iii. Maintain all the green components of the landscape iv. Preserve relevant trees and add appropriate species for beautification v. Adopt green culture in the construction and maintenance of the University structures vi. Maintain waste	DVC(MS)/ PPU/Works / Works/UH S/Environmental Committee PPU/Works /Environmental Committee PPU/Works /Environmental Committee PPU/Works /Environmental	205. Number of buildings/offices/ workshops/ lecture rooms/ lecture theatres fumigated per year 206. Effectiveness of waste management strategies 207. Appreciation of beauty of the environment by staff and students	N2.5m N10m p.a. N5m p.a.	2014-2018 2014-2018 2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			and dump site vii. Evacuate and process of wastes regularly viii. Make relevant Departments to evolve waste recycling strategies	Committee Works/UH S/Environmental Committee Works/UH S/Environmental Committee VC/Senate/Faculties		N50m p.a.	2018 2014-2018 2014-2018
4. To promote awareness in the University on environmental-friendly practices	Awareness of environmental friendly practices	a. Developing an appropriate behavioural- change campaign programme	i. Regular radio jingles on University FM Station and Bulletin to create awareness in the University community ii. Organise workshops and public lectures on environmental	VC/Corporate Affairs/SAU /CREDIT Corporate Affairs/SAU /CREDIT	208. Behavioural change toward environmental friendly practices 209. Level of knowledge/ awareness of environmental issue	N1m p.a. N1m p.a. N1m p.a.	2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			issues iii. Incorporate environmental lectures into the staff and students' orientation programme	SAU/Registry/CREDIT			2014-2018
OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
GOAL 9: SCALE-UP AVAILABILITY AND MAINTENANCE OF INFRASTRUCTURAL FACILITIES IN THE UNIVERSITY							
1.To ensure sustenance of the existing facilities	Maintenance of existing university facilities	a. Establishing Maintenance Unit in every Faculty and Living Quarters	i. Strengthen Department of Works with appropriate staff ii. Provide necessary equipment iii. Audit and maintain the existing buildings and infrastructure iv. Set up a committee on maintenance of University properties	Council/VC /Registry Council/VC Works /Faculties VC/Works/ Faculties	210. Level of usability of existing university buildings and infrastructure 211. Amount allocated and released for maintenance of university facilities 212. Number of buildings and infrastructure where maintenance work was done per year 213. Level of	N200m p.a.	2014-2018 2014-2018 2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			v. Create awareness on need for maintenance culture	Infrastructure Maintenance Committee/Faculties/Units	maintenance culture exhibited by staff and students		2014-2018
2. To generate energy for the use of the University	Generation of energy	a. Generating power through Dam-Hydro energy, Solar, Wind and Bio-gas	i. Task NACHRED with definite goals ii. Encourage research and investment in power generation	Council/VC/Senate/Faculties Council/VC/Senate/NA CHRED/SRG/Faculties	214. Charge of Unilorin on goals of NACHRED for local power generation 215. Number of research focused on energy generation 216. Amount released for research on energy generation 217. Number of watts of energy generated by the university per year/ annual increase	N10m p.a.	2014-2018 2014-2018
3. To ensure constant water supply on the campus by treating 4000 m ³ per day	Constant supply of treated water	a. Improving the state of water supply by upgrading the treatment capacity of the Dam	i. Upgrade Water Treatment Plant ii. Commission general geophysical survey of the campus iii. Drilling of more	Council/VC/PPU/Works Council/VC/PPU/Works	218. Volume of treated water supplied per day as a proportion of 4000 m ³ 219. Number of viable borehole sites identified through geophysical survey	N200m	2014-2016 2014-2016

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			boreholes	Council/VC /PPU/Works	220. Number of boreholes drilled per year		2014-2016
		b. Minimising water wastage	i. Set up water usage monitoring committee ii. Produce and distribute leaflet on water usage iii. Produce radio jingles iv. Use electronic billboards and other available outlets	VC VC/Corporate Affairs Corporate Affairs/Faculties COMSIT/Corporate Affairs	221. Awareness on water usage	N0.1p.a. N0.2 p.a.	2014 2014 2014 2014
		b. Increasing University bandwidth subscriptions	i. Provide facilities for the linkages ii. Increase bandwidth by at least 20mb annually	Council Council	222. Number of bandwidths to which university subscribes annually as a proportion of 20mb	N10m p.a.	2014 2014-2018
		c. Resuscitating the intercom services within the University	i. Connect all faculties and departmental offices	Council/VC	223. Number of departments and Faculties connected	N20m	2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			with the University-wide-intercom services		to the University-wide intercom service		
4. To maintain the existing roads and provide new access	Maintenance of roads	a. Embarking on operation no 'pot holes' on the campus roads	i. Set up Road Maintenance Committee ii. Budget for road maintenance	VC Council/Works	224. Number of pot holes on tarred roads on campus (monthly monitoring) 225. Amount allocated and released for road maintenance	N10m p.a.	2014 2014-2018
		b. Linking College of Health Sciences with the main campus	i. Identify routes and budget for the construction	Council/VC /PPU/ Works	226. Amount allocated for construction of road linking the College of Medicine	N250m	2014-2015
		c. Identifying new road linkages	i. Link all buildings with existing road network	Council/VC /PPU/Works	227. Amount allocated for construction of roads linking all buildings	N200m	2014-2018
5. To improve the transportation system in the University	Improvement of transportation system in the university	a. Encouraging more private transporters to ply the University route	i. Meet and discuss with private transporters	VC/SAU/SU	228. Number of registered private vehicles plying the University route (tricycles, mini buses and cars)		2014-2018
		b. Encouraging stakeholders to provide more	i. Identify needs on the campus	VC/Works/SU/SAU	229. Number of tricycles/mini buses on intra campus route		2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		tricycles/mini buses for intra campus routes	ii. Discuss with stakeholders	VC/SAU			2014-2018
6. To digitise the Master Plan of the University	Digital University Master Plan	a. Adhering strictly to the Master plan	i. Revitalise activities of appropriate committees ii. Periodic review of Master Plan to accommodate the changing environment iii. All buildings must meet the University specifications iv. Meet building needs for each programme in the University	Council/VC PPU PPU PPU	230. Degree of compliance to the University Master plan 231. Number of components of the Master Plan affected by review 232. Extent to which building needs of each programme is met	N50m	2014 2014-2018 2014-2018 2014-2018
7. To upgrade the Central Research Laboratory	Upgrading of the Central Research Laboratory	a. Providing a befitting building with state of-the-art equipment	i. Design, process and construct a building for the central research laboratory ii. Supply and install needed equipment iii. Provide adequate accessories and consumables	Council/VC /PPU/Works/Faculties/DCRL Council/VC /CRL/PPU Council/CR	233. Conformity of CRL building to the design 234. Quantity/ quality of required equipment for use in CRL and extent to which they are provided 235. Quantity of accessories and	N500m N1b N200m	2014 2014 2015

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			iv. Ensure proper training of the Lecturers and Technologists to man the equipment	L/PPU VC/CRL	consumables supplied in relationship with the need 236. Knowledge/competence of Lecturers and Technologists on handling of equipment	N2.5m	2015
8. To upgrade and establish Laboratories in all Departments	Upgrading/ establishment of Laboratories in all departments	a. Providing standard Laboratories for Departments	i. Upgrade laboratory spaces and existing equipment in the departments ii. Provide at least two standard laboratories per annum over the plan period iii. Provide laboratory spaces for every professorial office as appropriate	Council/VC /PPU/Faculties Council/VC /PPU Council/VC /PPU	237. Extent of improvement of existing laboratory equipment in the departments 238. Number of standard laboratories provided per annum 239. Number of professorial offices without laboratory spaces as a proportion of the total number of professorial offices	N250m p.a. N1b p.a. N200m p.a.	2014-2018 2015-2018 2014-2018
9. To upgrade the Equipment Maintenance Centre (EMC)	Upgrading of EMC	a. Empowering the EMC for greater productivity	i. Resuscitate of the EMC Board ii. Provide needed equipment, accessories and	Council/VC /PPU/Faculties/DEMCC Council/VC /PPU/Facul	240. Number of equipment maintained by EMC per year 241. Number of equipment,	N10m	2015 2015

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			consumables iii. Train and retrain the personnel	ties/DEMC VC/CREDIT	accessories and consumables provided for EMC 242. Knowledge/skills acquired by staff from their training	N2m p.a.	2015
10. To provide a Library in each Faculty	Provision of Library in the Faculties	a. Providing a well-equipped library for each faculty	i. Build and equip at least two libraries for faculties in each year over the plan period	Council/VC /PPU/Faculties/UL	243. Number of Faculties with a Library as a proportion of the total number of Faculties in Unilorin per year	N100m p.a.	2015-2018
OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
GOAL 10: ENHANCE WELFARE SERVICES FOR STAFF AND STUDENTS							
1.To ensure adequate health care for all staff and students	Adequate health care for all staff and students	a. Continuing with and improving on the existing policy on University medical care b. Providing quality health services for staff and students	i. Improve the current policy on University medical care ii. Disseminate information of the University policy document on medical care to staff and students i. Establish a Diagnostic centre for staff and students	VC/Board of Health/UHS Registry/S AU/UHS/Corporate Affairs/CO MSIT Council/VC /PPU/Board of	244. Aspects of the University Policy on Medical Care improved and how 245. Awareness of the University Policy on Medical Care by staff and students 246. Quality of preventive and curative health services provided for staff and students (survey)	N50m p.a. N50m p.a.	2014-2018 2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			ii. Expand the existing infrastructure	Health/UH S/CIE Council/VC /PPU/Board of Health/UH S/CIE	247. Number of diagnostic services offered to staff and students per year 248. Increase/ expansion of infrastructure per year		
2. To ensure participation in sports activities by staff and students	Participation of staff and students in sports activities	i. Continuing with and improving existing policy on sports activities in the university ii. Providing quality sports facilities and equipment for staff and students iii. Creating awareness of competition and recreational facilities and activities	i. Improve the current policy on sports activities in the university ii. Improve and sustain the existing sports facilities and equipment. iii.	VC/Sports Council	249. Awareness of Policy on Sports Activities in the University 250. Amount approved and expended on sports facilities and equipment 251. Number of sports in which facilities and equipment are procured	N500 million	2014 - 2018
3. To continue the prompt payment of salaries, allowances and benefits of staff	Timing of the payment of staff salaries and other benefits	a. Ensuring that the current policy of regular payment of salaries is sustained	i. Payment of salaries not later than 24 th of every month ii. Conclude the automation of the operations of the	VC/Bursary Council/VC /Bursary	252. Promptness in payment of monthly salaries (Number of months salaries were paid earlier than/later than the 24 th day) 253. Proportion of automated Bursary	10m	2014 2014-2016

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			bursary unit		Unit operations		
5. To provide welfare packages for the physically challenged staff and students		a. Ensuring accessibility to all University buildings and facilities by the physically challenged staff and students	<p>i. Provide ramps for accessing all buildings and facilities</p> <p>ii. Allot spaces in the parking lots for the physically challenged</p> <p>iii. Conduct annual evaluation survey</p>	<p>Council/VC /Registry SAU/PPU</p> <p>VC/PPU/SAU/Works</p> <p>To be moved to M&E</p>	<p>258. Number of university buildings provided with ramps for the physically challenged as a proportion of the total number of buildings on campus needing such</p> <p>259. Number of designated packing lots for the physically challenged</p>		<p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p>
		b. Giving priority and due attention to people with disabilities	<p>i. Include a field for people with disabilities on the Post-UTME Registration form</p> <p>ii. Make due provision for employment and admission of qualified people with disabilities</p>	<p>VC/Registry/UAC/UAO/COMSIT</p> <p>VC/Registry/SAU/UAO</p>	<p>260. Access of people with physical disabilities to the field provided for P-UTME registration</p> <p>261. Number of qualified people with disabilities employed by the university as a proportion of the total employees (compare with the UN</p>		<p>2014</p> <p>2014</p> <p>2014</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			iii. Give due attention in allocating resources to people with disabilities	VC/Registry/SAU	recommendations) 262. Resources allocated to people with disabilities per year		
6. To provide additional hostel accommodation spaces for students	Increase in the bed spaces provided for students	a. Continuing the current BOT and other arrangements on hostel construction	i. Encourage the University and private participation in the provision of students' hostels	Council/VC /Alumni/SAU/PPU	263. Number of bed spaces provided per year (percentage increase in number of bed spaces per year)		2014-2018
		b. Applying gender balance on the allocation of spaces	i. Have properly delineated areas in the master plan for hostel construction for both sexes	VC/SAU/PPU	264. Proportional allocation of bed spaces to male to female students		2014-2018
		c. Encouraging students to reside in hostels on the campus	i. Allocate more bed spaces to all students and give priority in the allocation of bed spaces for fresh and final year students ii. Ensure that necessary infrastructures are provided iii. Provide social	VC/SAU/Faculties Council/VC /PPU Council/VC /PPU	265. Percentage increase in bed spaces available to students per year. 266. Proportion of bed spaces allocated to fresh and final year students per year 267. Students' level of satisfaction with infrastructural, social and recreational facilities provided in the university		2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			and recreational facilities				
7.To ensure that staff serve as mentors/advisers to the students		a. Re-orientating staff towards better students' mentorship	i. Embark on behavioural change campaign among staff and students ii. Encourage staff to take up more mentorship roles iii. Allocate all students to staff to serve as mentors/advisers v. Organise training/seminar/workshops for staff on mentoring	VC/Faculties/Registry/S AU/UCHDC/Corporate Affairs VC/Senate/Faculties Faculties/Registry/UCHDC/Units VC/CREDIT/Registry/Faculties/UCHDC	268. Awareness of mentorship responsibilities by staff 269. Access of students to mentorship by staff		2014 2014 2014
		b. Conducting an evaluation survey	i. Conduct annual evaluation survey	To be moved to M&E			2014-2018
8.To provide adequate counselling services for both staff and students	Adequacy of counseling services for staff and students	a. Strengthening the existing centre b. Creating more units of the Counselling centre for providing	i. Provide state-of-the-art facilities for the existing centre i. Provide more units at strategic locations iii. Publicise	Council/VC/PPU/UCHDC Council/VC/UCHDC/PPU	270. Access of students and staff to counseling services 271. Number of students seeking counseling per year	N10m p.a. N10m	2014-2018 2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		counselling services	counselling services widely	VC/Corporate Affairs/Registry/SAU/SU/COMSIT			2014
		b. Conducting an evaluation survey	i. Conduct annual evaluation survey	To be moved to M&E			2014-2018
9.To encourage participation in the work-study programme	Students' participation in work-study programme	a. Sustaining the work-study programme	i. Empower Technical and Entrepreneurial Centre (TEC) to manage the work-study programme	Council/VC/TEC/SAU	272. Number of students participating in the work-study programme 273. Amount money committed to work-study as a proportion of N20m	N20m p.a.	2014-2018
GOAL 11: ENSURE A SAFE AND SECURE UNIVERSITY COMMUNITY & STAKEHOLDERS' PARTICIPATION							
1. To ensure an effective and efficient campus security system	Effective and efficient campus security system	a. Partially outsourcing the University security system	i. Review the existing security policy to capture 50% outsourcing ii. Advertise and follow due process in the allocation of contracts	Council/VC/LGU/CSC	274. Percentage of campus security outsourced 275. Number of security breaches recorded per year.	N50m p.a.	2015 2015 2015-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			iii. Monitor and supervise the operations of the security outfit				
2. To ensure prompt response to all distress calls		a. Strengthening the operations of the campus security system	<p>i. Procure and maintain monitoring and surveillance vehicles / equipment e.g. Unilorin Alert, CCTV, Outside warning system, Code blue telephone, Emergency duress alarms and security patrol services</p> <p>ii. Provide and maintain street light for illumination of the University environment</p>	<p>Council/VC /LGU/CSC</p> <p>Council/VC /CSC/PPU/ Works</p>	<p>276. Number of monitoring/ surveillance vehicles and equipment acquired</p> <p>277. Satisfaction of staff and students with response to distress calls</p> <p>278. Number of streets with street light as a proportion of total number of streets on campus</p>	<p>N100m</p> <p>N35m</p>	<p>2014-2018</p> <p>2014-2018</p>
		b. Ensuring response to distress calls	i. Adequate manning of the surveillance equipment and hotlines	VC/CSC/Works/PPU			2014-2018
		c. Establishing a feedback mechanism	i. Conduct case by case evaluation and render periodic returns	CSC	279. Feedback on distress calls		2014-2018
3. To widen the scope of the	Extent of university wide security	a. Strengthening the collaboration with	i. Establish MoUs with State	VC/LGU/K WSG/CSC/	280. Number of security agencies	N1m p.a.	2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
security network of the University	coverage/network	the State Government and other Security Agencies	Government and Security Agencies. ii. Quarterly meetings with State Government and Security Agencies. iii. Sharing of Security information among all the Agencies	Security Agencies VC/CSC VC/CSC	with which the university has MOU 281. Number of alerts to the campus security network facilitated by MOUs		2014-2018 2014-2018
4. To ensure identification of culprits of all crimes in the University community	Identification of culprits of indiscipline	a. Strengthening the intelligence unit of campus security system	i. Train and re-train staff of the University Intelligence Unit	VC/CSC/CREDIT	282. Number of staff of the Intelligence Unit trained/ re-trained per year 283. Transfer of knowledge of training to staff and for work purposes 284. Performance of staff of the Intelligence Unit as an effect of the training received 285. Number of cases handled as a result of Intelligence Unit's activities	N2m p.a.	2014-2018
5. To involve stakeholders in the security activities of the university	Involvement of stakeholders in security activities of the University	Collaborating with neighbouring settlements to check crime and monitoring of	i. Compile a list of all stakeholders ii. Define possible	Council/VC/SAU/Advancement Office	286. Number of stakeholders on the list		2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
		University lands	<p>roles expected of each group of stakeholders</p> <p>iii. Communicate needs of the University to the stakeholders</p> <p>iv. Develop reward system/appreciation for stakeholders</p>	<p>Council/Advancement Office/SAU</p> <p>Council/Registry/Advancement Office/SAU</p> <p>Council/Advancement Office/SAU</p>	<p>287. Roles of expected of each group of stakeholders</p> <p>288. Number of University needs communicated to stakeholders and number of meetings held with the stakeholders</p> <p>289. Amount of reward/appreciation or type of honour done to the stakeholders</p>	N1 million per annum	
		b. Ensuring that all cases are widely reported to University Security Unit	<p>i. Create security awareness among the University Community</p> <p>ii. Encourage staff and students to report cases of all security breaches promptly including anonymous reporting</p>	<p>VC/CSC/Corporate Affairs/CR EDIT</p> <p>VC/CSC/Corporate Affairs</p>	<p>290. Number of reported cases to the Security Unit as a proportion of the total number of cases handled</p> <p>291. Awareness of procedures for reporting security problems on campus by staff and students</p>		<p>2014-2018</p> <p>2014-2018</p> <p>2014-</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			iii. Develop an appropriate reporting form	CSC			2018
		c. Collaborating with neighbouring settlements to check crime and monitoring of University lands	i. Establish neighbouring and University Community Relations committee	VC/CSC/Security Agencies/Works/PPU	292. Number of meetings of University Community Relations Committee and resolutions		2014-2018
5. To improve fire safety measures in the University	Improvement of safety measures in the University	a. Improving state of preparedness and response to fire hazards	<p>i. Upgrade the existing Fire and Safety Unit</p> <p>ii. Provide and maintain fire extinguishers, fire and smoke detectors and other firefighting equipment</p> <p>iii. Ensure that all new university buildings are fire safety compliant including fire hydrant</p> <p>iv. Sensitise the University community and the immediate environs at least once in a semester on safety measures through</p>	<p>VC/PPU/Works</p> <p>VC/Works</p> <p>VC/Works/PPU/CSC</p> <p>CSO/CSC/Corporate Affairs</p> <p>CSC</p>	<p>293. Number of new equipment, staff and infrastructure by Fire and Safety Unit</p> <p>294. Number of university buildings with fire safety facilities as a proportion of total number of buildings</p> <p>295. Safety awareness of staff and students</p>	<p>N50m</p> <p>N40m</p>	<p>2014</p> <p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p> <p>2014-2018</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			discussion forum, radio jingles, etc. v. Organise fire drills every semester around all buildings				
6. To improve awareness on the dangers of cultism and other vices among staff and students	Staff and students' awareness of dangers of cultism and other vices	a. Increasing awareness on the dangers of cultism and other vices on Campus through mass media and other university fora	i. Educate the University Community on the dangers of cultism and other vices at least once in a year ii. Air radio jingles on the dangers of cultism and other vices at least once in a month iii. Sustain the use of bill boards and other electronic devices to educate on the dangers of cultism and other vices iv. Conduct and analyse periodic survey	VC/CSC/S AU/CSO CSC/SAU/CSO/Corporate Affairs SAU/Corporate Affairs/PPU CSC/Corporate Affairs	296. Level of awareness of the dangers of cultism and other vices by staff and students 297. Number of cases of cultism and other vices recorded per year	N2m p.a.	2014-2018 2014-2018 2014-2018 2014-2018
7. To prevent expelled students from loitering on the campus	Freedom of the campus from expelled	a. Sustaining the practice of publicising identities of expelled students	i. Contact the parents/guardians of expelled students immediately	CSC/SAU CSC/SAU/	298. Feedback from parents/guardians of expelled students		2014-2018

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			ii. Monitor closely the activities of expelled students on the campus	Corporate Affairs			2015
GOAL 12: CONTRIBUTE TO THE PREVENTION AND CONTROL OF HIV/AIDS & OTHER PUBLIC HEALTH ISSUES							
1. To ensure that all members of the University community are aware of HIV/AIDS and other public health issues	Awareness of common public health hazards	a. Utilising public gathering and mass media to educate staff and students on HIV/AIDS and other public health issues e.g. Ebola Virus Disease, Hepatitis B, etc.	i. Include HIV/AIDS education in staff and students' public programmes	BOH/SAU	299. Knowledge of HIV/AIDS and other health problems	N1.5m p.a. N0.5m	2014-2018
			ii. Include HIV/AIDS education in the curricula of the University to increase awareness e.g., GNS 211 &311	BOH/APU/GNS	300. Staff and students' awareness of their health status		2014-2018
			iii. Produce information materials on HIV/AIDS and other public health issues for staff and students	VC/Registry/BOH	301. Number of Voluntary Test and Counselling by staff and students		2014
			iv. Distribute educational materials on HIV/AIDS and other public health issues to staff and students	Registry/SAU/BOH	302. Access of staff and students to documents produced on health awareness 303. Knowledge of public health issues gained by students from university courses (GNS)		2014
				AP&CC/Senate/BOH			2014

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
			v. Review and update HIV/AIDS components in relevant University curricula vi. Use jingles and radio publicity regularly	Corporate Affairs/BOH			201-2018
2. To ensure that the University funds research on all activities relating to HIV/AIDs pandemic and other public health issues	Funding of research on HIV/AIDS and other public health issues	a. Stimulating research on all activities relating to the pandemic	i. Develop proposals on HIV/AIDS and other public health research ii. Fund research through senate research grants and other sources	College/Faculties/UHS VC/SRGC/CREDIT	304. Amount of money approved/ released for research on HIV/ AIDS and other public health issues	N10m p.a.	2014-2018 2014-2018
3. To partner with at least two National / International agencies on the prevention and control of HIV/AIDs and other public health issues	Partnership with international agencies on prevention and control of HIV/AIDs and other public health issues	a. Partnering with local national and international agencies on the control of HIV/AIDS and other public health issues through technical and material support	i. Partner with local and national bodies to provide care ii. Seek collaboration and funding from national and international agencies	VC/UHS/Faculties VC/UHS/Faculties	305. Number of partnerships on health care for HIV/AIDS and other public health issues 306. Funds from collaborating national and international agencies for prevention and control of HIV/AIDs and other public health issues	N2.5m p.a.	2014-2018 2014-2018
4. To ensure	Early detection of	a. Instituting periodic	i. Create awareness	Registry/B	307. Staff and		2014-

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE /VERIFIABLE RESULTS	BUDGET	TIME
<p>early detection of communicable and non-communicable diseases (Hypertension, Diabetes, Hepatitis, Cancers, etc.) among university community members</p> <p>5. To strengthen occupational health services, targeting university staff</p>	<p>communicable and non-communicable diseases</p>	<p>(yearly) medical examination of staff and students</p> <p>a. Improving the occupational health services for university staff</p>	<p>on the need for periodic medical examinations for early detection of communicable and non-communicable diseases</p>	<p>OH/UHS/Corporate Affairs</p>	<p>students' knowledge/awareness of their health status determined through yearly medical examination/screening</p>	<p>N20m p.a.</p>	<p>2018</p>
			<p>ii. Provide facilities for screening of Cancers (Cervical, Breast, Prostate etc)</p> <p>iv. Organise yearly medical screening for staff and students of the University</p>	<p>VC/BOH/UHS/COHS/UIT H</p> <p>Registry/B OH/UHS</p>	<p>308. Extent to which staff observe improvement of occupational health services</p>		<p>2015-2018</p> <p>2014-2018</p>
			<p>i. Create awareness on occupational diseases among university staff</p> <p>ii. Monitor occurrence of occupational diseases</p>	<p>BOH/UHS/Corporate Affairs</p> <p>UHS</p>	<p>309. Number of staff having occupational health diseases</p> <p>310. Awareness of workplace safety measures by staff</p>	<p>N20m p.a.</p>	<p>2014-2018</p> <p>2014-</p>

OBJECTIVES	PERFORMANCE INDICATORS	STRATEGIES	ACTIONS	ACTORS	MEASURES OF PERFORMANCE / VERIFIABLE RESULTS	BUDGET	TIME
			<p>among staff</p> <p>iii. Provide relevant workplace safety measures for staff e.g. Laboratory protective materials, ergonomics chairs, etc.</p> <p>iv. Provide facilities for management of occupational diseases</p>	<p>Council/VC /BOH</p> <p>VC/BOH</p>		<p>N10m p.a.</p>	<p>2018</p> <p>2014-2018</p>

7 STRATEGY FOR FEEDBACK MONITORING AND EVALUATION

Introduction

The 2014-2018 Strategic Plan has 14 goals, which were broken into 92 Objectives with 165 Strategies and 404 Activities. The main actors include the University Council, Senate and all the respective stakeholders within the system. This chapter contains the Strategy for Feedback Monitoring and Evaluation of the Strategic Plan. As a major strategy for monitoring the implementation of this strategic plan, two components were developed. These are:

A. Performance Indicators:

Performance indicators were identified for all the objectives of the strategic plan. This exercise brings out in clear terms the requirement for actions to be taken in execution of the specified objectives. Interrogation of each indicator is expected to bring up the verifiable results for the monitoring exercise.

B. Verifiable Results:

These were also referred to as measures of performance. These provide the ingredients for measuring the performance of the strategic plan and achievement of the specific goals and objectives to which they are related.

7.1 BENCHMARKS

Outcomes of the 2008-2013 Strategic Plan which was dubbed Scaling the Heights should serve as the initial benchmarks for the 2014-2018 Strategic Plan. Data generated from the end point evaluation serve as the reference point for subsequent monitoring and evaluation. There is however an urgent need to commission a benchmarking data collection exercise to enhance the effective feedback monitoring and evaluation of the 2014-2018 Strategic Plan.

7.2 QUALITY ASSURANCE

Stakeholders in the University need to develop and imbibe a measurement culture conducive for quality assurance and realizing the laudable goals of this Strategic Plan. It is not sufficient to have a strategic plan and a strategy for feedback monitoring and evaluation integrated into the document. Quality assurance of the 2014-2018 Strategic Plan will involve continuous tracking of the day-to-day implementation with the view to obtain feedback data used for keeping the implementer on track, identifying flaws and correcting such before they become clogs to achievement of the goals and objectives of the plan. In this connection, there is need to give attention to:

i. Monthly Reports:

Stakeholders at implementation points must develop a reporting system whereby reports are made of goals, objectives, strategies and activities implemented and the extent to which these were done. Information on monthly reports should be obtained through the tracking efforts made from the quality assurance table by liaising with respective activity drivers in the university. Results of the monthly report should be fed to the quarterly report.

ii. Quarterly Reports:

Various Colleges, Faculties, Departments, Units and Centres and other stakeholders are to participate in the quarterly reports which promote and feeds information into half-yearly and annual reports.

iii. Annual Reports:

This is expected to hold at the end of each year and it affords the opportunity of verifying the extent to which the implementation of the strategic plan is driving towards specified goals and objectives.

7.2.1 Total Participation

In order to carry the whole university system along in the implementation of this strategic plan and for effective monitoring, a robust dissemination system by which stakeholders will be required to extract the goals, objectives, strategies and activities relevant to their respective Colleges, Departments, Units and Centres for ease of implementation and monitoring. After this, the stages of implementation of each of these should be addressed by them and necessary steps taken to ensure their execution. This strategy makes possible the grassroots monitoring of the strategic plan which engenders a commitment to the successful implementation of the plan. Whereas total participation is not a report by itself, it has a way of firing up the monthly, quarterly and end of year reports.

Conclusion

Realizing that the successful implementation of the strategic plan depends almost entirely on the feedback monitoring and evaluation strategy, sufficient fund should be voted to this exercise as a part of the plan so that it is not affected by the vagaries of officialdom and bureaucracy. The World Bank guideline of percentage of programme fund to be set aside for monitoring and evaluation should be adopted as much as practicable.

