



**UNIVERSITY OF ILORIN**  
**ILORIN, NIGERIA**

**5 - YEAR STRATEGIC PLAN**  
**(NEW DAWN PLAN)**

**OCTOBER 1ST 2003 - SEPTEMBER 30TH 2008**



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## PREFACE

The University of Ilorin has had the opportunity of being led at different phases of its life by visionary Vice-Chancellors who, with the support of high quality academics, seasoned professional administrators and technocrats, mobilized the rich human and material resources of the University to vigorously pursue the attainment of its tripartite mandate of teaching, research and national service.

The fluctuating fortune of the University occasioned by vagaries in national socio-economic, political and intellectual climate as well as lack of internal policy-consistency, makes imperative the formulation of a Strategic Plan that is based on consensus among a broad spectrum of stake holders.

The plan is based on, among others, The Laws of the Federation, National Policy on Education of Nigeria, The Act and Statutes of the University, as well as the realization that the University is part of a global community. The plan is expected to ensure focused and efficient generation and utilization of resources.

## ACKNOWLEDGEMENTS

The University wishes to place on record its deep appreciation of the following organizations and persons.

They have painstakingly followed the whole process to its conclusion and have contributed in no small measure to making the plan writing a reality.

- (a) National Universities Commission (NUC) assisted the University with the sum of ₦557,750=00 (five hundred and fifty seven thousand, seven hundred and fifty Naira) towards the plan preparation.
- (b) Trade Bank Plc. donated six (6) high-end personal computers and a printer from which a LAN comprising of a server and four workstations was installed.
- (c) Free Consultancy Services from Trade Bank Plc and Union Bank as represented by Chief J.A. Ekungba and Dr. K.S. Adeyemi respectively.
- (d) Free consultancy by NIM as represented by the Director General Dr. Ben Nwaochei for whose participation the University did not pay anything other than traveling expenses.
- (e) Free Consultancy provided by Dr. Dele Shobowale of Vanguard Newspapers for whose participation the University did not pay anything other than traveling expenses.



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## **1.0 INTRODUCTION**

### **1.1 HISTORICAL BRIEF**

The University of Ilorin, which is, located in the ancient city of Ilorin, about 500 kilometers from Abuja, the Federal Capital. Ilorin, the Capital of Kwara State, is strategically located at the geographical and cultural confluence of the North and South.

The University of Ilorin was one of the seven institutions of higher learning established by a decree of the Federal Military Government in August 1975. This step, which was taken to implement one of the educational directives of the country's Third National Development Plan, was aimed at providing more opportunities for Nigerians aspiring to acquire university education and to generating high level manpower, so vital for the rapidly expanding economy. Four of the new institutions, which started as full-fledged Universities, were sited at Sokoto, Maiduguri, Jos and Calabar, while the rest became the erstwhile University Colleges situated at Ilorin, Kano and Port Harcourt.

The then University College of Ilorin was initially affiliated to the University of Ibadan and Dr. T.N. Tamuno, Professor and Head of History at the University of Ibadan, was appointed the first Principal of the College in September 1975. Shortly after Professor Tamuno's appointment as Principal of the College, he was appointed the Vice-Chancellor of the University of Ibadan. It therefore became necessary to appoint another Principal in the person of Prof. O.O. Akinkugbe, former Dean of the then Faculty of Medicine, University of Ibadan, in December 1975.

The Principal, Professor O.O. Akinkugbe, made several visits to the second Military Governor of Kwara State, the late Colonel Ibrahim Taiwo in connection with the new institution, such that by March 1976, he had established residence at Ilorin, in rented quarters, which also included a three-bedroom Guest Chalet at 5, Forest Road, G.R.A., where the administrative work of the University commenced. Initially the entire staff consisted of two Administrative Officers, one driver and one

Clerk/Typist. Almost immediately, staff recruitment began in earnest, and by July 1976 a sizeable number of academic, administrative and technical staff had been assembled for the take-off. Soon afterwards, the administration moved to a slightly more spacious location at Sabo-Oke. The support given to the fledgling institution by Governor Taiwo continued even more vigorously under the third Military Governor of the State, late Brigadier George Innih, now a retired Major-General and an honorary degree holder of the University.

From an initial intake of 200 foundation students in 1976, the students population grew to 18,488 in the 2000/2001 session. The number of Faculties equally grew from the initial three (3) viz Arts, Education and Science, to Eight (8):- Agriculture, Arts, Business & Social Sciences, Education, Engineering & Technology, Health Sciences, Law and Science. A vibrant Postgraduate School is now in place with Postgraduate programmes being offered in all the Faculties except Law. Postgraduate diploma and Professional programmes has also been introduced. As the University keeps growing, it has modestly tried to match this growth with physical infrastructures of student hostels, laboratories, Lecture theatres and staff accommodation etc.

## **1.2 BACKGROUND TO THE FORMULATION OF THE PLAN**

The journey for the writing of the Strategic Plan for the University started with the directive from the Nigeria Universities Commission (NUC) in 1995. It was however facilitated by the sixth Vice-Chancellor of the University, Professor Shuaibu Oba AbdulRaheem when he brought the absence of the Plan to the notice of the 8<sup>th</sup> Council of the University under the Chairmanship of General Salihu Ibrahim (rtd). The Council at its emergency meeting held on July 27<sup>th</sup> 2000, there and then, constituted a Committee of Council known as the "Strategic Planning Steering Committee " (SPSC) under the Chairmanship of the then Deputy Vice-Chancellor (Administration) Professor O.O. Balogun. In addition to this policy affirmation, the

required financial resources for the project were made available. It also participated fully in the process of its formulation and implementation.

The Steering Committee held its first meeting on September 5, 2000 and at this meeting decided to co-opt external and internal members who were found to be useful in facilitating and bringing to fruition the decision of having a Strategic Plan for the University of Ilorin.

Activities of the Committee culminated in the adoption of a seven point line of action which formed the basis for the activities in the organization phase that is outlined in the next chapter of this plan.

## **2.0 ORGANISATION PHASE**

### **2.1 PLANNING EFFORTS**

Planning activities in respect of the current Strategic Plan started with formation of the **"Strategic Plan Steering Committee"** by Council at its emergency meeting of 27th July 2000. The mandate of the Committee was to produce a Strategic Plan that would achieve some Paramount Objectives. This mandate and the corresponding objectives are outlined in what follows as "Policy decisions" in Section 2.2 below.

### **2.2 POLICY DECISIONS**

- I. That the strategic plan document be produced for the University.
- II. That the sources of revenue for the University be diversified to meet emerging needs.
- III. That the academic programmes of the university be constantly reviewed, diagnosed and accommodative of the yearnings and aspirations of the labour market.
- IV. That the University should link research efforts with development.
- V. That the research activities should be focused on solving national and international problems.

### **2.3 MEMBERS OF STRATEGIC PLAN STEERING COMMITTEE**

The members of the Steering Committee are:

Prof. O.O. Balogun	-	(Deputy-Vice-Chancellor, Administration) / Chairman/Council Member
Prof. F.L. Bello-Ochende	-	(Deputy Vice-Chancellor, Academic) / Member/Council Member
Prof. J.F. Olorunfemi	-	Council Member / Member
Mr. E.O. Ajiboye	-	Director, Academic Planning / Secretary

November 2000 – June 2001

- |                           |   |   |
|---------------------------|---|---|
| *Prof. I.O. Taiwo         | - | Dean, Business & Social Sciences / Member                             |
| **Prof. Is-haq O. Oloyede | - | Director, Academic Planning Unit /<br>Member/Secretary/Council Member |
| Engr. A.A. Adesiyun       | - | Director, Physical Planning Unit / Member                             |
| Mr. J.K. Obasa            | - | Director, Legal Unit / Member.  |
| * Did not participate     |   |   |

### Co-opted Members

The Steering Committee co-opted the following persons as members:

- |                     |   |   |
|---------------------|---|---|
| Chief J.A. Ekungba  | - | General Manager, Trade Bank Plc.                      |
| Dr. K.S. Adeyemi    | - | Assistant General Manager, Union Bank Plc.            |
| Dr. Ben Nwaochei    | - | Director General, Nigerian Institute of<br>Management |
| Dr. J.O. Olujide    | - | Head of Department, Business<br>Administration        |
| Dr. O.A. Petu       | - | Department of Business Administration                 |
| Mrs. F.M. Olowoleni | - | Chief Planning Officer, Academic Planning<br>Unit     |
| Dr. Ayodele Jimoh   | - | Senior Lecturer, Department of Economics.             |

### Drafting Committee

The Steering Committee at a much later stage, setup a **Plan Drafting Committee** consisting of some of its regular members / co-opted members and some other resource persons. The Committee members are as follows:

- |                     |   |   |
|---------------------|---|---|
| Prof. O.O. Balogun  | - | DVC (Admin) & Chairman SPSC               |
| Prof. M.I. Ajibero  | - | University Librarian                      |
| Chief J. A. Ekungba | - | General Manager, Trade Bank / Consultant  |
| Dr. Ben Nwaochei    | - | Director General, Nigeria Inst. of Mgt. / |

#### Consultant

Dr. K. S. Adeyemi	-	ACM, Union Bank / Consultant
Dr. Dele Shobowale	-	UNA, Nigeria Institute of Mgt. / Consultant
Dr. A. Jimoh	-	Economics / Consultant
Prof. Is-haq O. Oloyede	-	Director, Academic Planning
Engr. M. S. Sanni	-	Representing Director of Works
Engr. A.A. Adesiyun	-	Director of Physical Planning Unit
Mr. J. K. Obasa	-	Director of Legal Services
Mr. A. Sijuwola	-	Ag. Bursar
Prof. S. O. Oyewole	-	Biological Sciences
Prof. Ade P. Dopamu	-	Religions
Dr. G. O. Atoyebi	-	Economics
Dr. M. O. Ajayi	-	Political Science
Dr. (Mrs.) A. J. Omede	-	Political Science
Mrs. F. M. Olowoleni	-	Academic Planning Unit
Mrs. O. V. Mejabi	-	Management Information System Unit of COMSIT
Mr. G. Yahaya	-	Academic Planning Unit
Mrs. I. T. Ugowe	-	Academic Planning Unit
Mrs. B. O. Ishola	-	Academic Planning Unit
Mr. Yinka Oseni	-	Academic Planning Unit.

#### 2.4 PLANNING OFFICER

The Planning Officer is Prof.----- Director of Academic Planning Unit.

#### 2.5 WORK PROGRAMME / PLANNING CALENDAR

The following events/activities were scheduled and implemented as indicated below:



S/No.	Event	Scheduled date	Actual date
1.	<b>Organizing and Initiating</b> a. Council Members, Principal Officers and Directors workshop (85 Members)	November 2000	22 <sup>nd</sup> November, 2000
	b. In house Seminar for all categories of staff of the Academic Planning Unit was held on the (Theme:- "Working knowledge of Strategic Planning).	January 2001	22 <sup>nd</sup> August, 2001
	c. In house Seminar for Principal Officers and all categories of their immediate staff .	Not Scheduled	6th September, 2001
	d. Workshop / Retreat organized for Senate Members. (Theme:- "Strategic Planning at Unilorin; How and Why" ) at Oli-River Tourist Camp, Kainji in Niger State. (Over 250 Persons)	March 2001	16 <sup>th</sup> – 18 <sup>th</sup> of November 2001
	e. Seminar on ICT / Strategic Planning Unit was organized for the Congregation and all senior staff members on the- (Theme:- "Strategic Planning at Unilorin; My Role" ; and "The use of ICT"). Pro-Chancellor also attended.	March 2001	15 <sup>th</sup> of April 2002



S/No.	Event	Scheduled date	Actual date
	1,400 People Participate		
1	*Students' Strategic Planning Retreat	April 2001	17 <sup>th</sup> July, 2002
	* Prof. S. A. Ibiyemi Coordinated this Retreat		
2	Environmental Scanning	April 13 <sup>th</sup> – 15th 2001	April 13th – 15th 2002
3	Internal Analysis and Position Assessment. (a) Training in Excel (b) Internal Analysis / Position Assessment.	Sept. – Oct. 2001 Sept. – Oct. 2001	Was not Implemented 29th April – 4 <sup>th</sup> May 2002
4	Development of Vision, Mission, Objectives and Goals	28 <sup>th</sup> Sept. 2001	April 13th – 15th 2002
5	Formulating Strategies	December 2001	April 29th – 3rd May 2002.
6.	Writing of Draft Strategic Plan (a) Report by Drafting Committee (b) University's Statutory Committee to study and approve plan.	Jan. – March 2002	21st May 2002
7.	Production of Final copy of Strategic Plan	August 2002	

## 2.6 OTHER OUTPUTS OF THE ORGANISATION PHASE

Following our appraisal of the University of Ilorin Acts, its policies, regulations, statutes, and mandate, the following decisions were reached:

### 2.6.1 Vision

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

### **2.6.2 Mission Statement**

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

### **2.6.3 Corporate Objectives**

Informed by the objectives contained in the University of Ilorin Act, the national policies on Education and the current mission statement, the following preliminary objectives were identified:

- a) To encourage the advancement of learning;
- b) To hold out to all persons without distinction of race, creed, distance, location, sex or political conviction the opportunity of acquiring a higher and liberal education;
- c) To provide courses of instruction and other facilities for the pursuit of learning in all its departments, and to make those facilities available on proper terms to such persons as are equipped to benefit from them;
- d) To encourage and promote scholarship and conduct research in all fields of learning and human endeavour;
- e) To relate its activities to the social, cultural and economic needs of the people of Nigeria; and
- f) To undertake any other activities appropriate for a University of the highest standard.

### **2.6.4 Identified Strategic Operation Units (SOUs)**

The following Strategic Operation Units (SOUs) were identified-

- (i) **Humanities** – Arts, Business & Social Sciences, Education, Law
- (ii) **Applied Sciences** – Faculties Agriculture, Engineering & Technology, Health Sciences
- (iii) **Basic Sciences** – Faculty of Science (Including the proposed Faculty of Basic Medical Sciences)

**(iv) Administrative Support Units**

- Information and Protocol Office
- Internal Audit
- Lagos Liaison Office / Abuja
- Legal Service Unit
- Physical Planning Unit
- Security Unit
- Sports Unit
- SIWES
- Revenue Monitoring Office
- Industrial Relations Unit
- University Lodges
- Bursary
- Academic Planning
- Registry office
- Academic office
- Admissions office
- Council office
- Establishments Division
- Central Administration
- Housing and Passages
- Student Affairs
- Endowment / Alumni

**(v) Parallel Academic Programmes**

- Adult Education
- E-Learning
- Institute of Education
- Distance Learning Education (DLE).
- Faculty Professional Programmes

- (vi) - **Revenue Centres**
  - Unilorin Consultancy Services Unit
  - Unilorin Property Development Unit
  - Unilorin Guest Houses
  - Unilorin Commercial Farm Unit
  - Unilorin Natural Resources Management Unit
  - Unilorin Community Bank
  - Unilorin Press
  - Unilorin Computer Services Unit
  - Unilorin Campus Transport Venture
  - Unilorin Academic Ventures Centre
  - Unilorin Petrol Station.
- (vii) - **Service Centres**
  - Computer Services & Information Technology (COMSIT) Directorate
  - Library
  - Primary and Secondary Schools
  - Health Service Centres
  - Works
  - Equipment Maintenance Centre
- (viii) - **Research Centres**
  - Apiary Centre
  - Postgraduate School
  - Sugar Research Institute
  - Centre for Supportive Services for the Deaf
  - WHO Collaborating Centre in Faculty of Health Sciences.

- (ix) - **Teaching Support Centres**
  - Biological Garden
  - Central Workshop (Engineering)
  - Central Workshop (Science)
  - University Teaching and Research Farm.
  - Community Based Experience Service (COBES)
  - Medical Education Research Unit (MERU)
  - Education Technology Centre (ETC)
  - General Studies (GNS)

### **2.6.5 Data Requirement List**

For the purposes of Strategic Planning, plan implementation, monitoring and control, data on the following should be collected, monitored and analyzed:

1. Pattern of growth in acquisition of Personal Computers and other Information and Communication Technology (ICT) equipment.
2. Growth of Wide Area Networks (WANs) and Local Area Networks (LANs).
3. ICT Consciousness.
4. Admission growth and Science/ Arts Ratio.
5. Growth Rate of Student Population.
6. Cut-off marks for Admission.
7. National and International Spread of Staff and Students.
8. Volume, Spread and Ratio of Internally Generated Fund.
9. Investment Rate, Volume and Spread.
10. Volume and % of academic fund from academic Research activities and Academic Programmes.
11. Statistics of Government Grants.
12. Number of Research Reports that are patented and commercialized.
13. Staff Development and Training.
14. Statistics of incentives to workers and feedback from staff members.

15. Statistics of disciplinary measures.
16. Number/depth of Alumni/students involvement in Management Committees
17. Measurement of attitudinal changes.
18. Policy / Regulation Reviews.
19. Number of Specialized Policies e.g. ICT Policy, Security Policy.
20. Records of Academic Programme- reviews.
21. Number and Performance of special academic center/institute.
22. Feedback from employers of Labour on quality of products.
23. Number of and Returns on Linkages.
24. Number and Returns from each of the stakeholders.
25. Gender Distribution of staff and students.
26. Number of Hostels and monitoring of student welfare services.
27. Growth of areas of operation being automated.
28. Volume of funds and number of students on DLE Programme.

#### **2.6.6 Planning Horizon**

The planning horizon would be five (5) years that is from October 1<sup>st</sup> 2003 to September 30<sup>th</sup> 2008.

### **3.0 ENVIRONMENTAL SCANNING**

The University environment – proximate and remote – was scanned to determine the major forces shaping events in this educational sub-sector. The results of the scan are summarized below.

#### **3.1 ECONOMIC ENVIRONMENT**

At the inception of the University in 1976, the Nigerian economy was experiencing the oil boom, though some signs of recession could be noticed, they were not yet apparent. Its foreign reserves was more than enough to finance its eight (8) month import bill compared with the four (4) month benchmark traditionally prescribed. The Gross Domestic Product (GDP) was expanding at a rate in excess of 5%. Correspondingly, the standard of living was rapidly improving for an average University graduate that was to form the bulk of the university staff (see the table 3.1).

However, by early 1980s, it was clear to everybody that the economic conditions of the country had gone for the worse. The standard of living index nose-dived from its peak of 116.1 in 1977 to 70 in 1983, the inflation rate was about 40% in 1984 (See Table 3.1). This in the face of the nationally fixed salaries for University staff and indeed for the whole of the public service meant that the economic conditions of an average university staff had significantly worsened. These probably explained the gruel some and prolonged ASUU strike of 1981-82 and the subsequent brain-drain experienced especially in medicine, business and social sciences, etc.

Similarly, the balance of payments of the country gradually worsened and external borrowings were undertaken to fill the corresponding unfavorable balances with the rest of the world.

Because the performance of our economy was solely determined by the happenings in the oil market, government revenues along with the levels of economic activities have fluctuated with conditions in the world market for crude oil.



**TABLE 3.1**  
**MAJOR ECONOMIC INDICATORS**

Year	Index of Real Income Per Capital	Consumers Price Index 1962=100	(Inflation)	Balance of Payment Nmillion	Stock of Public External Debt. Nmillion	Stock of Public External Debt. Smillion	Foreign Reserve Nmillion	Index of GDP (1980=100)	Growth Rate of GDP (%)	Federal Govt. Revenue NBillion	Exchange Rate (Official)	Exchange Rate (Parallel)
1970	12.0	134.4		59	175		158.2	63.5				
1975	105.6	255		157.5	350		3723.3					
1976	111.6	316		-340	375		3265.8		8.4			
1977	116.1	367		-527	365		3225.9	99.6	6.2			
1978	106.9	425.1		-1294	1252		1453.3	94.0	-5.6			
1979	109.5	475.1		1869	1612		3067	99.6	6.0			
1980	108.6	522.2	-9.9	2403	1867		5456.4	100	0.4	15.2	0.55	0.935
1981	103.7	631.1	-20.8	-3027	2331		2427	94.7	-5.3	12.2	0.61	0.935
1982	90.1	676.6	-7.7	-1398	6801		801	92.7	-0.3	11.8	0.67	1.24
1983	70.0	837.4	-23.2	-245	8600		747.7	84.0	-5.4	10.5	0.72	4.17
1984			-39.6	354.8	12100		1400	80.2	-5.1	11.1	0.76	3.57
1985			-5.5	300	14000		1900	82.1	9.4	14.6	0.89	3.7
1986			10.2	-800	31000		\$b 0.86		3.2	12.3	1.27	7.69
1987			38.3	200	100800		\$b 0.9		-0.5	25.1	3.6	6.25
1988			38.2	-2300	141100	\$26.90	\$b0.39		9.9	27.3	4.51	8.31
1989			53.1	9700	240400	\$b 31.4	\$b1.58		7.4	50.2	7.39	10.13
1990			8.0	19700	297900	\$b 33.2	\$3.88		8.2	68.6	8.04	9.65
1991			17.8	6900	325400	\$b33.7	\$4.48		4.6		9.91	13.41
1992			49.2			\$b27.6	\$0.71		4.1			

Calculated from Federal Office of Statistics (FOS)

(i) Nigerian Gross Domestic Product (GDP) and Allied Macro-Aggregates

(ii) Social Statistics in Nigeria (Various Issues)

(iii) Consumer Price Index (Various Issues) Central Bank of Nigeria Report & Statement of Account



The major fall out of this for the university system is that federal grant to it fluctuated in the same direction with oil market conditions, government revenues and domestic economic activities.

Instability in government revenues and the corresponding grant to the University is therefore a major issue that can make or mar the realization of the objectives of the University. It is therefore, a major issue.

Similarly, because of her current level of external indebtedness, external creditors like the International Monetary Fund (IMF), World Bank, Paris Club, etc, will continue to have significant influence in the stance of public policy (including of course those relating to education) in Nigeria. Associated with this is that Nigeria cannot make its own independent policies on privatization, commercialization, liberalization, globalization, etc which have now become major issues.

The indications are that the Nigerian economy will continue to heavily depend on crude oil for its foreign exchange earnings, government revenues, and the associated economic activities. As such, government grants to the university and the instability in economic activities may continue to be the pattern in the future and could even be worsened by any major break-through in the search for alternative energy sources.

It is therefore, to be expected that the following shall be sources of major challenges to the current strategic plan:

- (i) Instability in government revenue and grant to the University of Ilorin;
- (ii) Worsening (or lack of significant improvements in) economic conditions in Nigeria, federally administered University salary system, and abundance of greener pastures for University staff, the bulk of whom can be said to be international labour;
- (iii) Dependence on external creditors like IMF, World Bank, etc in policy formulation; and
- (iv) The waves of privatization and commercialization, liberalization and globalization programmes – one should not be surprised if a private foreign investor is granted license to establish a University in Nigeria.

### 3.2 NATURAL, ENERGY, UTILITIES AND HUMAN RESOURCES

At its inception in 1976, natural resources (especially land) were abundant. This particularly explains why the university acquired vast area of land at close to zero price. Today, land acquisition is much more expensive as a result of population expansion and more intensive use of this resource. It does not appear natural resources availability would be a serious constraint at Ilorin in the next 30 years.

However, the same could not be said of energy sources. It would be observed that fuel prices had been on the rise since 1975. Table 3.2 presents the trend of official prices for petroleum products since 1973. It shows clearly that these prices have witnessed astronomical increases during the periods under reference.

**Table 3.2 – Prices of Petroleum Product**

Date	PMS (Petrol) Kobo/Litre	DPK(Kerosine) Kobo/Litre	ACTO(Diesel) Kobo/Litre
1973-78	9.5	8.1	8.8
1979-81	15.3	10.5	11.0
1982-85	20	10.5	11.0
1986	20	10.5	29.5
1987	39.5	10.5	10.5
1988	42.0	15	35
1989	60	15	35
1990	60	40	55
1992	70	50	55
1993	325	275	300
1994	1100	600	900
1999	2000	1700	1800
2000	2200	2400	2400
2001	2600	2400	2600

**Source: NNPC Annual statistical Bulletin (Various Issues).**

A similar pattern has been observed in respect of National Electric Power Authority (NEPA) tariffs/rates; Nigerian Telecommunication Plc. (NITEL) tariffs are not left out.

In the main, the observed patterns are as a result of the de-regulation, privatization and commercialization programmes being pursued by the Federal Government and others are direct consequences of globalization. The world is becoming a global village and we cannot be neutral to the resulting changes. As noted earlier, these programmes must be pursued into the future; first, because it is economically efficient to do so; second, because our external creditors would continue to insist on such; third, because it is one of the imperatives of globalization. Consequently, the cost of Energy (particularly petroleum products), utilities and probably farm products, will continue to go up significantly.

On human resources, it is observed that at its inception in 1976, the university could easily attract and retain highly trained and tested academic, professional and administrative staff from within and outside the country, including India, Ghana, Europe, etc.

However because of worsening economic conditions and living standards in particular, a number of such staff have either returned to their home countries or moved to other regions e.g. Middle East, Southern Africa, etc. Correspondingly, Nigeria staff have also moved to either the private sector or to other countries - the well known brain-drain that we have earlier alluded to. Today, it has been very difficult to replace those that have left.

In summary, we expect the costs of natural resources, energy and utilities to continue to rise while their use and demand within the University would continue to grow in view of the growth in student enrolments, introduction of energy-consuming facilities, e.g., Information and Communication Technology (ICT) equipment and reckless use of these due to problems of "common property". Therefore, ways of controlling costs of energy, utilities, etc, and searching for alternative sources of energy may need to be given some considerations.

### **3.3 TECHNOLOGICAL ENVIRONMENT**

At its inception in 1976, application of ICT to teaching, world over, was still at its infancy. Today, ICT application in teaching, research and community has reached an advanced stage. It is expected that this trend of ever increasing sophistication will continue in all aspects of human activities including the educational sector.

It is observed that any University that qualifies to be called a centre of excellence must apply up-to-date ICT in teaching, research, general administration and other services. Today, Universities with Internet access, ICT-compatible lecture rooms equipped with public address system, using ICT in processing students and staff records, etc, are common.

### **3.4 POLITICAL AND REGULATORY ENVIRONMENT**

Since its inception in 1976, the University system has been governed by the Civil Service rules. The University is also expected to implement the national policies on education. However, there was some limited autonomy in some areas such as admission policies and procedures, recruitment and promotion of staff, and the contents of instructions.

With time, some trends of centralization became observable. First, the appointment of Vice-chancellors and some Council members became political decisions that were made outside the Universities. Second, institutions like Joint Admissions and Matriculation Board (JAMB) were set up to regulate and control admissions into the Universities. Third, the National Universities Commission (NUC) was established to control quality and content of instructions, distribution pattern of academic staff, among others.

An analysis of the trends in this regard suggests that these bodies – NUC, JAMB, etc – would continue to exist but some forms of de-regulation would be expected especially after the much-awaited autonomy law is enacted. Consequently, some liberalization of the tight regulation on students' admission, charging of fees, quality and contents of instruction etc, is to be expected. Similarly, the appointment of Vice-

Chancellors and Council members may be more of an internal decision as a result of the imminent autonomy

### **3.5 SOCIETIES, CULTURE AND BUSINESS OUTLOOK**

The society that the university admits students and recruit staff from, and which uses its outputs – graduates and research findings - has undergone significant changes since the University's inception.

First, because many students have only known military governments, they have grown up in the tradition of might-is-right. The result is that they rely more on force and violence to achieve their objectives. Consequently, it is not surprising that vices like cultism, robbery, etc, are now common among university students, nationwide. Because of the perverse reward system that Nigeria has operated for sometime now, it is not uncommon for Nigerian citizens not to value hard work and therefore want to cut corners always. Also, because of globalization, the citizens, including students, are more informed of their entitlements to human rights. All these have created some confusion and give an indication of a society in transition.

At the same time, there appears to be some agreement among employers of Labour that the quality of Nigerian University graduates has dropped. Consequently, those who could afford it now send their children to Europe, the USA, etc, for University education. Also, because of prevalence of unemployment in Nigeria, workers desirous of University education are reluctant to resign and go for further studies. The implication of this is that they now prefer part-time courses or distance learning mode to conventional learning mode.

It is also observed that the frequent strikes in the University system might not be unconnected with greater awareness of conditions of service for similar staff in the private sector and outside the country. Thus, the University can make itself more relevant if it pays attention to the following:

- (i) University Products must be such that could be self-reliant and job creating.



- (ii) Emphasis be laid on academic reputation of the Institution.
- (iii) Review of fees chargeable and or introduction of school fees could heighten students' aggression. This is an issue that must be faced.
- (iv) Strikes by staff members would diminish the attraction from clients.
- (v) Courses/Programmes would be patronized on the basis of their relevance to labour market and post-training life.
- (vi) Other Research and Development Units/Institutions would compete with Universities in the areas of research and training.

### **3.6 SUMMARY OF OPPORTUNITIES AND THREATS**

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

#### **3.6.1 Identified Opportunities**

1. The Alumni Association is a potential source of funding and endowment.
2. Goodwill of the immediate community for patronage and endowment.
3. The credibility and acceptability of the University by the Society.
4. The location in Ilorin of some strategic government parastatals with mandates that would facilitate the work of the University such as Agriculture and Management Training Institute (ARMTI), Michael Ihmodu Institute of Labour Studies (MIILS), National Centre for Agricultural Mechanization (NCAM), Nigeria Stored Produce Research Institute (NSPRI), Kainji Hydro Electric Power Authority, Nigeria Sugar Company in Bacita, etc.
5. Potentials for sub-degree courses in the following areas: Translation Arts Proficiency course in French etc.
6. Vast land, which can be utilized for commercial agricultural projects and estate development.

7. The existence of a near-natural habitat by the gate of the university can be explored to develop a well stocked Zoological and botanical garden.
8. The location of Unilorin at middle belt zone of Nigeria is an opportunity to attract students and staff from all parts of the world.
9. Presence of a river that can be dammed for irrigation purposes as well as source of portable water supply.
10. The heterogeneous composition of the Unilorin workforce can be employed to advantage in terms of attracting research funds from individuals', private organizations and governments to improve its programmes.
11. Patenting of unique research findings/efforts – Plaster of Paris (P.O.P.) and Minerals drinks.
12. Market for products of goods manufactured by University Ventures.
13. The University of Ilorin has 15 Cooperative Societies that are vibrant, which can contribute to the development of the campus.
14. The large mineral resources available in the Kwara and adjoining state.

### **3.6.2 Identified Threats**

1. Poor funding and low revenue base.
2. Government Regulation & Policies which disrupt the strategic direction of the University.
3. Danger of imposition of community will and values on the University that are contrary to her goals and aspirations.
4. Political instability in the Nation.
5. Competition from other Tertiary and Professional Institutions, which can affect the attraction of our university to potential applicants.
6. Extreme Unionism of National Student and Trade Unions of ASSU, SSANU, NASU, ASUTON which can disrupt the time-table of the University.

7. Ethnic / Religious crisis in the Nation.
8. Cultism, a national vice, threatening the peace of the campuses is a threat to the Unilorin Vision.
9. HIV / AIDS, an epidemic threatening the developmental efforts of Nigeria is a threat to the Unilorin Vision.



## **4.0 INTERNAL ANALYSIS AND POSITION ASSESSMENT**

### **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 & Development Institutions / Units of Industry.
- iv. Internet as an alternative sources of information.
- v. Distance Learning Education (DLE) – Open University.
- vi. State Universities.
- vii. Private Universities.

### **4.2 POSITION ANALYSIS IN THE TERTIARY EDUCATION SECTOR**

#### **(A) STUDENT POPULATION**

##### **(i) Total Population:**

The University came 13<sup>th</sup> with a student population of 18,488 (2001/2002) among the 42 analyzed Universities.

##### **(ii) Male - Female Ratio:**

The Percentage of Female in the total student population is 33.4%. And in an analysis of 37 Universities, the University is the 22<sup>nd</sup> in female representation among students.

##### **(iii) Population of Undergraduate Students:**

The population of undergraduate students is 13, 151. She came 17<sup>th</sup> out of an analysis of student population in 40 universities.

##### **(iv) Population of Postgraduate Students:**

The Postgraduate students population of the University is 1,410 and was not rated among the Universities with over 2000 postgraduate students and came 17<sup>th</sup> in an analysis of 40 Universities.

##### **(v) Population of Sub-degree Students:**

The University has 3,927 students in the sub-degree programmes and came 5<sup>th</sup> in the analysis of 13 Universities who have over 2000 registered sub-degree students. It also came 5<sup>th</sup> in the over all analysis of 40 Universities.

**(B) ACADEMIC RATING**

**(i) Accreditation Rating:**

In terms of quality of academic programmes in Nigerian Universities, the University ranked 1<sup>st</sup> in its Academic Programmes in courses in Administration of the 25 Universities offering the courses.

**In Agriculture**, the University came 10<sup>th</sup> among the 26 universities studied.

**In the Arts**, the University was the 3<sup>rd</sup> among 25 Universities ranked.

**In the Education faculties**, the University was the 10<sup>th</sup> among 27 universities compared.

**In Engineering & Technology** sub-discipline, the University was 8<sup>th</sup> among 26 Universities.

**In the Faculties of Law**, the University's law programmes were placed 7<sup>th</sup> among the 25 Universities studied.

The University's **Medical programmes** were rated 14<sup>th</sup> among 20 medical schools assessed.

**In the Basic Sciences** the University came 16<sup>th</sup> among the 35 Science faculties studied.

**In the Social Sciences** the University came 20<sup>th</sup> out of 26.

All our 57 academic Programme are fully accredited except in 6 programme where we performed below average. Full details are obtainable in section 4.4.1 and 4.4.2 of this plan, and in appendix I.

(ii) **Mean Academic Quality Index:**

In an analysis of 36 Federal Universities, the mean academic quality index for the University was 3.14 and was placed 12<sup>th</sup>.

When compared with her 2<sup>nd</sup> generation Universities of 10, she was placed 2<sup>nd</sup>. In a further analysis of 25 Conventional Universities the University was placed 5<sup>th</sup>.

(C) **STAFF**

(i) **Academic Staff:**

The University has an academic staff of 605 of the 20,214 teachers in the Nigerian University system. Out of this the University has 133 Professors, which is 22% of its academic staff and the 8<sup>th</sup> University with the largest number of Professors in an analysis of 40 Universities.

(ii) **Total Number of Staff:**

The total number of Academic & Non Academic staff in the University is 3,346 out of total nation wide staff strength of 84,475.

(iii) **Gender composition:**

The University has 62 female teachers out of a total of 3,176 female in the University system nation wide.

(D) **FISCAL**

(i) **Federal Government funding:**

The Federal Government component of the funding is N2, 352,355,144.4 in the 2001/02 session and was thus the 6<sup>th</sup> best funded in an analysis of 40 Universities.

(ii) **Internally Generated fund**

The University generated an internal income of N147, 912,600 in the 2001/02 session and was one of the topmost universities in internally generated fund.

**(E) INFRASTRUCTURE**

Like other Nigerian Universities, the infrastructural facilities at the University need improvement in areas of classrooms, lecture theatres, Laboratories, office space, library etc for the purpose of teaching and learning, hostel accommodation for the students and equipment for teaching and research. In this respect, she is just average.

**(F) OVERALL STANDING**

Overall, the University can be said to be above average. However, it is yet to be in the top-bracket of outstanding 5 per cent – say the first three.

**4.2.2 Probable Reasons for the Current Overall Standing**

**(a) Unfavourable**

- i) Inadequate Physical Infrastructure such as classrooms and lecture theatres.
- ii) Inadequate Library books.
- iii) Inadequacy of Federal Government Funding.
- iv) Incessant strike by the various Labour Unions.
- v) Student population explosion without a corresponding expansion of infrastructure.

**(b) Favourable**

- i) High quality of staff and Student
- ii) An aggressive drive for revenue generation.

**4.3 KEY SUCCESS FACTORS**

From the internal Analysis and Position Assessment, it was concluded that the following factors are critical to success:

- i. Efficient Student - facility balance management
- ii. Information Communication Technology (ICT)

- iii. High quality of human resources
- iv. Leadership and clear direction
- v. Efficient Management of Resources
- vi. Aggressive Internal Fund generation drive
- vii. Appropriate and dynamic course content.

#### **4.4 SUMMARY OF STRENGTHS & WEAKNESSES**

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

##### **4.4.1 Identified Strengths**

1. Central location of the University in Nigeria and gateway between the North and South-West.
2. Location within a rapidly growing town.
3. Conducive environment for learning because of its distance from town.
4. Prospects and Capacity for growth and expansion.
5. Availability of dedicated and qualitative staff, both Academic and Non-academic.
6. Town and Gown relationship, which has been very cordial.
7. Large expanse of land available to the university with a lot of natural resources awaiting tapping for investment for the future benefit of the University.
8. COBES, the Unique Programme of the Faculty of Health Sciences, which has attracted the attention, of WHO which can further be encouraged by some other disciplines that could be Community Based.
9. Culture of prompt completion of physical projects.
10. Post Graduate Programme in terms of quality and output when compared with other 2<sup>nd</sup> generation Universities.
11. Chief Executives with foresight and dynamic leadership styles.

12. The use of Committee system is a strength as it enhances quality of decision-making.
13. The University Council is focused on prudent management of scarce resources while at the same time committed to speedy development of physical structures.
14. Well-placed Alumni.
15. The University ranks above average in the following academic programmes of Accounting, Geography, Business Administration, Christian Studies, Islamic Studies, Arabic Studies, Comparative Religion, Performing Arts, History, English, French, Linguistics, Yoruba, Political Science, Educational Technology, Science Education, Agriculture, Mathematics, Statistics, Chemistry, Industrial Chemistry, Physics, Microbiology, Zoology, Law, Agric Engineering, Mechanical Engineering, Educational Management, Health Education. (Source – NUC accreditation exercise) Sociology, Physiology, Economics, Anatomy and Computer Science.

The details of the ranking and rating of the different programmes are contained in Appendix I.

#### **4.4.2 Identified Weaknesses**

1. Poor Human Capacity Building resulting in low productivity.
2. Poor Motivation and Reward System.
3. Lack of efficient monitoring system to detect truancy and indolence.
4. Factionalism, sectarian allegiance, strong religious and ethnic affinity.
5. Poor municipal Services.
6. Some lecturers are resistant to change and they oppose any attempt to introduce new initiatives.
7. Non-implementation of policies and decisions is a major weakness. Many Senate, A & PC and Development Committee decisions are not implemented in time to make change felt.
9. Unnecessary bottlenecks in the Bursary.

10. Lack of adequate funding for Research Activities and purchase of up to date equipment.
11. Poor communication facilities.
12. Non-industrialization of the immediate environment in which the University is located. An industrialized environment would have provided greater challenges in the area of fabrication of appropriate equipments for industries.
13. Transportation.
14. The University is weak in the following academic programmes:- Physical Education, Electrical Engineering, Medicine, Plant Biology, Geology, Bio-chemistry. See details in Appendix I.

## **5.0 FINALISED VISION, MISSION, OBJECTIVES & GOALS**

### **5.1 VISION**

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

### **5.2 MISSION**

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

### **5.3 FINALISED OBJECTIVES**

#### **Basic**

- a) Encourage the advancement of learning
- b) Hold out to all persons without distinction of race, creed, distance, location, sex or political conviction the opportunity of acquiring a higher and liberal education;
- c) Provide courses of instruction and other facilities for the pursuit of learning in all its branches, and to make those facilities available on proper terms to such persons as are equipped to benefit from them;
- d) Encourage and promote scholarship and conduct research in all fields of learning and human endeavour;
- e) Relate its activities to the social, cultural and economic needs of the people of Nigeria; and
- f) Undertake any other activities appropriate for a University of the highest standard.



### **Additional**

- i. Automation of all aspects of University functions.
- ii. Increase in funding and Revenue Generation.
- iii. Efficient and cost effective Organizational Structure.
- iv. Refining Regulations to achieve desired goals.
- v. To maintain high quality of ethics & Moral standards.
- vi. Evenhandedness in the affairs of the University.
- vii. Production of High quality graduates.
- viii. To undertake development oriented research.
- ix. Use linkages to attract added value to the University.
- x. Enhance the participation of women in University life.
- xi. Ensure neatness and clean environment for image and health purpose.
- xii. Improvement in management and administrative service.
- xiii. Be a safe community with minimal threat to security of life and property.
- xiv. Be a leading institution in distance learning education.

## **6.0 STRATEGY DEVELOPMENT**

To realize the mission and the associated objectives and goals of this university, the strategies outlined below would be implemented. Immediately following the outlines of these strategies is a detailed Action Plan that is expected to facilitate the implementation of the plan.

### **6.1 APPLICATION OF INFORMATION – COMMUNICATION TECHNOLOGY (ICT) IN ALL ASPECTS OF UNIVERSITY FUNCTIONS**

The University shall apply ICT in all aspects of its functions by ensuring:

- (a) Affordable Access to Internet.
- (b) That our Lecture Rooms are equipped with ICT-compatible teaching aids.
- (c) Full networking of its academic and administrative blocks.
- (d) Effective telephone access for all its staff i.e. effective Communication.
- (e) Steady and reliable power supply – to ensure effective use of ICT equipment.
- (f) All staff accessibility to Personal Computers (P.C) through participation in affordable PC acquisition schemes.

The areas of ICT application in University operations shall be virtually total and shall include but not limited to:

- (a) Student Records and Examination Result processing
- (b) Use for Admission processing
- (c) Processing of Management Information
- (d) Library Operations and Services
- (e) Financial Administration
- (f) Registry operations and Services.

### **6.2 PURSUIT OF AGGRESSIVE FUNDING/ REVENUE-GENERATING MEASURES**

During this plan period, aggressive fund- and revenue-generating measures shall be implemented. These measures shall include:

- i. Sustaining and improving the existing endowment drive.
- ii. Taking of new initiatives in:
  - Community-based food production
  - Cattle breeding
  - Investment
  - Engaging in estate development and a Limited Liability Estate Development Company to be floated to access the Hostel Development Fund that is about to be launched by the banking sector.
  - Engaging in agro-allied activities (e.g. planting of economic trees like cashew, etc.)
  - Engaging in collaborative activities with NIHORT and other institutes
  - Use of the planned ICT status to generate revenues
  - Encouraging collaborative/ joint venture investments with the organized private sectors.
- iii. Commercialization of research findings thereby linking research with development and production.
- iv. Giving incentives to Units generating funds and revenues.
- v. Developing and executing Unilorin Resources Development and Management Board (URDMB) Proposals on units.
- vi. Aggressive use of Part-Time (Sandwich) degree and sub-degree Programmes to generate revenues in other faculties that are yet to do so.
- vii. Mounting short Courses like management development courses for industry staff, which are usually of 2-5-day duration.

### **6.3 HUMAN RESOURCES**

The University shall put in place the measures outlined below to ensure that it employs and retains top-grade staff in all aspects of its operations:

- i. In all its recruitment and deployment efforts, the University shall be guided by competence, evidence of scholarship, creativity, its shared values and best-industry practice.
- ii. It shall also be engaged in all-round development of existing staff to ensure that they are current and have appropriate capacity to discharge their duties.
- iii. It shall also put in place adequate arrangements for succession plan.
- iv. It shall motivate and retain top-grade staff through its welfare measures.

These shall include:

- Concessionary chargeable fees for staff.
  - Improved transportation arrangements – Bus service, etc.
  - Prompt Payment of salaries and other entitlements.
  - Enhancement of current Insurance Coverage to 24-hours.
  - Concessionary admission for biological children to be sustained.
  - Provision of adequate and conducive office accommodation.
  - Some welfare services to be extended to retired staff until they die.
  - Affordable access to health services by subscribing to the National Health Insurance Scheme (NHIS).
  - Share pains and joys with staff – e.g. at childbirth, death of relations, etc. - by writing appropriate letters to such staff, etc.
  - Staff Housing Loan to be sustained and enhanced.
  - Vehicle Refurbishing Loan to be sustained and enhanced.
  - Furniture Loan to be sustained and enhanced.
  - Rent Advance for new staff (with appropriate guarantee) to be reactivated
  - Relief Loans to be granted in period of distress to all categories of staff
- v. Other motivational measures beyond normal salaries shall include:
    - Allocation of a Percentage of internally generated fund to all staff of the University
    - Allocation of 10% of net revenue to the units that generated it.
  - vi. Merit Award would be established as follows:

- Annual Productivity Award for staff members (all categories)
  - Recognition to all deserving members of the Community (including staff dependants).
  - Unit award for Extra-ordinary performance of excellence –this will require the identification of deliverables for non-teaching staff particularly at top level.
- vii. Discipline should be enforced by encouraging adequate reporting of violation of rules, regulation and shared values e.g. sales of handouts, indecent dressing, sexual harassment, etc. Justice should be dispensed promptly without fear or favour by prompt disposal of disciplinary matters.
  - viii. It shall re-orientate its research focus towards development by recognizing and rewarding staffs that undertake such.
  - ix. Its training - capacity building efforts shall give encouragement to women development and the handicapped group.
  - x. There shall be on-the-job training for all cadres of staff including administrative training for occupiers of administrative posts.
  - xi. Short courses / seminars on teaching techniques for academic staff.
  - xii. Programmes for Productivity Monitoring / Assessment shall be put in place, which shall include arrangement for the assessment of staff by their subordinates/ colleagues / students as well as mechanism for development

#### **6.4 ORGANISATIONAL STRUCTURE**

To achieve, sustain and improve on efficient management of the system, the present administrative structure (as attached in appendix 2) shall be restructured and streamlined to eliminate bottlenecks and ensure adequate feedback. Thus, non-satisfactory Committees that do not serve useful purposes and /or are obsolete shall be scrapped.

Similarly needed Committees that are not performing should have their membership reviewed and dual-reporting lines should be streamlined.

The University should also codify procedures, rules and regulations for each post/position and make them public. In particular, there should be Policies on and Procedures for, and Processes of:

- Academic / Professional /Sandwich Programmes
- Financial Processes and Procedures (Tenders/Financial manuals)
- Handover/Transition reports and follow-up
- Job Description.

The rendition of *Annual Reports for the University* should be reactivated. Rendering of Reports to Council by statutory Boards, Committees, Faculties, Departments and Units should be rendered and impact assessment made. The reportage should be built into the session's calendar.

Student/Alumni involvement in Management should be encouraged for contributions to University overall growth and development, monitoring and feedback.

The involvement of Students/Alumni in more Committees & Statutory Bodies should also be increased e.g. representation on Development Committee and relevant Councils/Senate Committees.

## **6.5 REGULATIONS AND REGULATORY AUTHORITIES**

The University should continue to implement Federal Government policies and guidelines on education and observe the provisions of the University Act as well as of those of National Universities Commission (NUC). However, as soon as the awaited Autonomy Bill is passed, the University Regulations should be liberalised to allow for the implementation of new strategies. This shall include:

- Review of welfare inhibiting Provisions.
- Review of fees and charges on services in a gradual, progressive and reasonable manner especially of hostels and school fees.
- Review of Admission Regulations.
- Enhancement of Salaries and Wages.

## **6.6 ETHICS AND SHARED VALUES**

In its day-to-day activities, the University should encourage respect for its ethics and shared values. These ethics and shared values are integrity, family Spirit, honesty and transparency, initiative, innovation, learning culture, justice, character training. To realize this, the following strategies should be put in place:

- (a) Acts of integrity to be publicly identified, acknowledged and rewarded.
- (b) While any act of impropriety should be publicly sanctioned.
- (c) To identify with members of the University Community in their joys and sorrows. This can be achieved through official & personal visits and gifts as may be appropriate. This should include writing congratulatory letters and letters of condolence where appropriate.
- (d) Establish awards for creative and innovative ideas, which lead to improvement in the operations of the University.
- (e) To provide conducive atmosphere for each person to achieve excellence in his/her calling.
- (f) To provide conducive atmosphere, reading materials & facilities.
- (g) Encourage stakeholders & players within the University Community to take advantage of these facilities.
- (h) Encourage general reading particularly reading outside ones area of specialization.
- (i) Establishment of an ombudsman office to report cases of injustices and unfairness.

## **6.7 STANDARDS**

To maintain a fair, just and realistic standard against which performance can be measured, the following strategies should be put in place:

- i) Setting and maintaining specific minimum standards for:
  - a) Appointments of Staff



- b) Promotions of Staff e.g. a minimum of PhD and fellowship in case of Medicine would be required for Lecturer I and above, etc.
  - c) Admissions of Students and
  - d) Graduation of Students
- ii) Appraising officers should be more objective in assessing their subordinates.
- iii) Federal Character should be maintained without compromising merit.

## **6.8 ACADEMIC PROGRAMME ENCHANCEMENT & RESTRUCTURING**

In order to enhance and restructure our academic programmes so as to make them more relevant, attractive and competitive, the following strategies should be put in place:

- i) Streamline Academic Programme.
- ii) Restructure.
- iii) Merge and repackage.
- iv) Modify content of courses.
- v) Eliminate Courses where appropriate.
- vi) Introduce new courses.
- vii) Ensure the accreditation of all our programmes especially Health Sciences.

## **6.9 PRODUCTION OF HIGH QUALITY STUDENTS**

Students are a major stakeholder in the University business. In order for the University to improve upon the quality of its graduates both in learning and character, the following strategies should be put in place:

- i) Establish and maintain high admission standards.
- ii) Admit the number of students, which the existing facilities and staff can sustain.
- iii) Put in place policies that allow only exceptionally brilliant students to transfer to courses of their choice.
- iv) Encourage and assist students to make good use of their time.

- v) Employ tutorial assistants and demonstrators and enforce anti- truancy regulations.
- vi) Encourage participation in sporting activities, professional societies, debates and lectures.
- vii) Establish awards for academic excellence such as university scholarships that are widely publicized and establish scholar hostel.
- viii) Ensure the enhancement of work-study programmes.
- ix) Ensure timely release and publication of examination results and make same available to parents/guardians.
- x) Introduce compulsory discipline- based computer appreciation course whose examination should be practical in orientation.
- xi) Departments are to consider critically the external examiners reports and take actions where appropriate.
- xii) Conduct regular surveys to get feedback from the employers of labour.
- xiii) Review the criteria of moving across levels to ensure higher standards and to drop the dregs early enough to avoid wastage.
- xiv) In addition to Invigilators, examination supervision should also be monitored electronically.

#### **6.10 RESEARCH ISSUES**

Research is one of the main functions and focus of the University. Therefore, University of Ilorin is determined to excel in the area of academic research within the plan period. In order to achieve this, the following strategies should be put in place:

- i) Re-orientate Research focus from basic to applied research.
- ii) Encourage inter-disciplinary research collaboration.
- iii) Provide adequate grant for realistic research projects.
- iv) Prioritize research proposals and select accordingly.
- v) Progressively monitor and evaluate research projects.

- vi) Development capacity through appropriate training for writing proposals that will attract external funding.
- vii) Encourage/Support the existing research centers/institutes such as:
  - a) The Unilorin Sugar Research Institute.
  - b) The Unilorin Teaching and Research Farm.
  - c) W.H.O Collaboration Centre.
- viii) Establish new specialized research centers/institutes such as:
  - a) Institute of Translation Arts.
  - b) Petroleum and Solid Minerals Exploration Research Center
  - c) Centre for Developmental Studies.
  - d) Centre for International & Peace Studies.
  - e) Centre for Gender Studies.
- ix) Reward adequately University personnel who successfully attracts research grant.

## 6.11 LINKAGES

Linkages involve forming partnerships with other institutions of higher learning and corporate bodies. e.g. Student and staff benefiting from exchange programmes, enhancing Curriculum Development by exchange of ideas, donation of learning assets, journals, computers and other teaching and research aids.

In achieving the above, two major vehicles are identified:

- i. National and
- ii. International

With respect to National, it is further observed that the tactical focus will be first and foremost the organized private sector and secondly, public sector (e.g. NCAM, MILLS, RIVER BASINS, ARMTI, NATIONAL IRON ORE MINING COMPANY, NNPC etc)

With respect to the international, focus will be foreign Universities, multilateral institutions (e.g. MIT, University of London, Far East Universities Hong-Kong, Malasia, Japan etc) and NGOS (e.g. Ford Foundation, Rockefeller Foundation etc)

It is particularly noted that the University should try and explore opportunities in the Far East.

In order to successfully achieve and sustain this profitable synergy, the following strategies should be put in place:

- (a) Establishment of a Central Collaboration Committee in the first year of the plan.
- (b) Establishment of two and five international and National linkages respectively per annum (10 International and 25 National).
- (c) Exchange of research materials, journal and books e.t.c.
- (d) Exchange of Student minimum of ten per annum.
- (e) Exchange of lecturers', minimum of five per annum.
- (f) Commercialization of research findings (Minimum of two works to be commercialized annually).

## 6.12 ADEQUATE INFRASTRUCTURAL FACILITIES

Adequate facilities are a sine qua non for achieving the University objectives. There is, therefore, the need to put in place the following strategies for infrastructural development as follows:

- (a) Establish the total infrastructural requirements in terms of power generation, water supply, telecommunication, road, transportation, building, laboratories and Library facilities
- (b) Work on the Federal Ministry of Power and Steel to assist in the upgrading of the 33 KV sub-station and through the resources of the University in absence of such assistance
- (c) Provision of additional generator (2000 KVA) to supplement the current standby power generation capacity.

- (d) Acquisition of modern PABX to serve the needs of the University community and rehabilitation / upgrading of existing direct line telephone facilities.
- (e) Complete the abandoned PTF water project on the main campus, rehabilitate the booster stations and enhance the reticulation system.
- (f) Provision of lecture theatre and class rooms for the Faculty of Arts on the Main Campus in view of the planned movement of the Faculty to the main campus in the year 2003
- (g) Provision of buildings for the Faculty of Business and Social Sciences,
- (h) Provision of buildings and infrastructure for sections of Works Department, Stores (Currently on the Mini Campus) parking space at the Main Campus.
- (i) By collaboration with private sector and developer the University should provide 1000 bed space per annum for the plan period. i.e 5,000 bed space during the planned period.
- (j) Expansion of Library facilities (phase II)
- (k) Provision of recreational facilities (pitches, courts e.t.c).
- (l) Provision of game facilities in halls of residence and students centre.
- (m) Provision of infrastructure for the Faculty of Health Sciences at the Teaching Hospital permanent Site.
- (n) Rehabilitate the grounded but serviceable vehicles and procure new ones to meet the vehicular needs of the University and this should be reviewed annually.
- (o) Involve a culture of planned preventive maintenance through provision of
  - i. Tools
  - ii. Spare parts/consumables
  - iii. Engagement of appropriate personnel and training of the existing ones
- (p) for fast depreciating equipment (e.g. Vehicles, generating plants etc) at least 50% of annual depreciation value should be budgeted for maintenance (i.e.10% of cost)
- (q) 30% of the total fund available for the capital project should be set aside for rehabilitation of the existing infrastructural facilities

- (r) there should be sanction for mis - handling of University assets and reward for good handling (of assets) e.g. non accident bonus for drivers should be enhanced

### **6.13 PROACTIVE RESPONSE TO STAKEHOLDERS**

There is need for the University to develop proactive response to the yearnings and aspirations of its stakeholders. In order to achieve this, the following strategies should be adopted:

- (a) Opinion polls or administration of questionnaire once in a year on each segment of the stakeholders to identify their needs and the level to which the University has satisfied such needs
- (b) Identify the area in which the University can improve its services to the stakeholders.
- (c) Management to create forum for meaningful dialogue with all segments of the stakeholders.
- (d) Establishment of effective communication channel through the use of News letter and occasional releases
- (e) The Directorate of Public Relations and Information should be restructured and strengthened to meet the current challenges.

### **6.14 GENDER ISSUES**

Gender issue is fast gathering a wider dimension internationally. In this respect, the University should take affirmative actions and be sensitive to such. To achieve this, the following strategies should be put in place:

- (a) Create equal opportunity for male and female during recruitment exercises.
- (b) University should deliberately source for graduating female student who have potential for academic to do NYSC programmes at the University, and to retain them as graduate assistants after NYSC assignment.
- (c) Institute scholarship and award for good female students



- (d) Career counselors should encourage female students to take up teaching opportunities in the University after graduation.
- (e) Family support centre should be established within the University Campus with all facilities that will make it functional.
- (f) Good dressing mode and morality should be inculcated in our students.

#### 6.15 ENHANCEMENT OF WELFARE SERVICES FOR STUDENTS

Students are expected to live in an environment, which is conducive to learning. The University of Ilorin has made welfare services for students a priority, but there is an urgent need to enhance these services, especially in the areas of hostels, transportation, counseling and other facilities. In order to achieve this, the following strategies should be adopted:

- (a) To provide additional hostel accommodation through:
    - i. Using University resources to provide 100-bed space per annum.
    - ii. Donor – provided accommodation to the tune of 100-bed space per annum.
    - iii. Private developer – provided accommodation to the tune of 800 bed space per annum. This should bring the bed - space to 1000 per annum.
  - (b) Effective transportation system
    - i. Ensure that all the serviceable buses in the fleet of the Campus Transportation Board are rehabilitated and functional by making adequate budgetary provision.
    - ii. Increase the fleet size by 100% within the plan period i.e 20% per annum
    - iii. Encourage private transporters through dialogue with stakeholder such that economic rate can be charged.
  - (c) Establish counseling services to reorient ate staff with whom student have first contact.
- New student orientation programmes, should be enhanced and taken more seriously and made mandatory. Specifically,



- i. The orientation should be properly planned and executed and all programmes should be ready three weeks before resumption
- ii. The key officers should attend to them and make themselves available
- iii. The orientation exercise should be mandatory and an aptitude test should be taken at the end of the programmes.
- iv. Regular public and Faculty lecture on aspects of life-the curriculum of course in General Studies should be reviewed to incorporate such aspects of life.
- v. In view of the hardship experienced by the new students a temporary accommodation could be arranged with the Haji camp for one week.
- vi. Well coordinated and fast registration process.
- vii. The University should ensure a hitch free pay arrangement with the bank.

#### **6.16 LANDSCAPING, NEATNESS AND CLEAN ENVIRONMENT**

Cleanliness is next to godliness. A clean environment is necessary for healthy living. The University is endowed with beautiful and serene environment which appears to be experiencing a gradual environmental decay. A clean environment will contribute immensely to the moral habits of students and staff, and will enhance the public image of the University. Hence, the following strategies should be put in place:

- (a) To enhance the existing toilet facilities and make them functional.
- (b) Provide suitable toilet facilities for each of the faculties.
- (c) Bill boards and dustbins to be installed in each Department / Unit.
- (d) Improvement in landscaping activities to give the University a better outlook and to enhance recreational facilities for students and staff.
- (e) Provision of two new tractors, four new slashers, lawn movers and other tools to enhance the effectiveness of the Parks and Gardening Unit.
- (f) Contracting cleaning exercise should be sustained but constantly reviewed for efficient and cost effective management and to ensure that commensurate value is realized for money spent.

- (g) Map out segment of the campus and allocation to particular officers amongst those on ground in Parks and Garden for effective supervision and management.

#### **6.17 SECURITY MEASURES**

In the recent past the University had lost many of its properties and facilities to thieves and vandalization. Despite the number of security men and women on campus, theft has continued to take place, and cultic practices are surfacing on campus. The University, therefore, needs to put in place the following strategies in order to stem this ugly trend:

- (a) Put in place an efficient and reliable security outfit for safety of life and property.
- (b) Periodical training and retraining of security officers to meet the challenges and threats posed by the hoodlums with emphasis on crime prevention.
- (c) To provide two good patrol vehicles and one good bus for easy mobility of security men.
- (d) Provision of suitable communication facilities.
- (e) Staff / students should be educated on the need to be security conscious.
- (f) Enhancement of the current anti-cult measures put in place by the University (e.g Seminars, Workshops, better lighting system, involvement of student leadership in the campaign against cultism).

#### **6.18 DISTANCE LEARNING EDUCATION (DLE) AND PART-TIME DEGREE PROGRAMMES**

Every year, thousands of candidates apply to the University of Ilorin for admission through JAMB. But it is increasingly impossible for the University to admit all qualified candidates in view of limited human and physical resources. To achieve this, the following strategies should be adopted:

- (a) Support all efforts that will give legal backing to DLE.
- (b) Part-time and parallel degree programmes to be put in place to admit qualified candidates in all Faculties.

Sandwich programmes should be vigorously pursued in the Institute of Education noting the strengths and weaknesses of their competitors.

## 6.19 ACTION PLAN


	Objectives/Goals	Strategies	Actors	Time	Priority No.
1	TO PROVIDE ADEQUATE AND APPROPRIATE ICT FACILITIES TO PROMOTE EFFECTIVE TEACHING, RESEARCH, SCHOLARSHIP AND EFFICIENT RUNNING OF THE UNIVERSITY.	* i. Conduct computer literacy programmes for all senior staff. ii. Two additional lecture rooms will be equipped with ICT-compatible teaching aids every year. iii. Local Area Networking (LAN) of all Blocks. iv. Attain an ISP status in the second year of the plan – invitations to tender ( within 6 months). v. Upgrade power supply by acquiring a 2 <sup>nd</sup> electricity generation set. vi. Upgrade PABX and install Voice mail. vii. Provide opportunities for all staff to acquire their own PCs through phased-payment scheme.	COMSIT/Dev. Committee (DC)/ Admin  Academic Planning (AP)/ DC/ Council  COMSIT/ AP /DC/ Council  COMSIT/ AP /DC/ Council  Works/DC /Council  Works/DC /Council  URDMB/ Admin	Oct. 2003-Sept.2004  Oct. 2003-Sept. 2008  Oct. 2003–Sept. 2004  Oct. 2004–Sept 2005  Oct. 2005 - Sept. 2006  Oct. 2003 – Sept. 2004  Oct. 2003 – Sept. 2008	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
2.	TO GENERATE ABOUT 30% OF ITS REVENUES/FUNDS FROM NON-FEDERAL GOVERNMENT SOURCES.	<ul style="list-style-type: none"> <li>i. Sustain and improve on existing endowment drive through: <ul style="list-style-type: none"> <li>a) Individual, Alumni and Corporate bodies endowments</li> <li>b) Students mandatory endowment on admission.</li> <li>c) Mandatory endowment contribution by contractors.</li> </ul> </li> <li>ii. Adopting new initiatives in Revenue generation, such as: - <ul style="list-style-type: none"> <li>a) Community-based food production;</li> <li>b) Cattle breeding;</li> <li>c) Developing and executing URDMB Proposals on units.</li> <li>d) Aggressive use of Part-Time degree Programmes to generate revenues in other faculties that are yet to do so.</li> <li>e) General investment – pure water, etc.;</li> <li>f) Engaging in estate development by floating a Limited Liability Estate Development Company to access the Hostel Development Fund that is about to be launched by the banking sector and a commercial building in Abuja.</li> </ul> </li> </ul>	<p>Admin / Alumni/Council</p> <p>URDMB</p> <p>URDMB</p> <p>URDMB</p> <p>URDMB</p> <p>URDMB</p> <p>URDMB</p> <p>URDMB</p>	<p>Oct.2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008 Jan. 2003 – Sept. 2008 Oct. 2003 – Sept. 2008 Oct. 2003</p> <p>Oct. 2004</p> <p>Oct. 2003</p> <p>Oct. 2004</p> <p>Jan. 2004</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		g) Engaging in agro-allied activities (e.g. establishing economic tree plantations such as cashew).		Jan. 2005	
		h) Engaging in collaborative activities with NIHORT and other institutes.	URDMB	Oct. 2005	
		i) Use of the planned ICT status to generate revenues.	URDMB	Oct. 2005	
		j) Encouraging collaborative/ joint venture investments with the organized private sectors.	URDMB	Oct. 2004	
		k) Acquisition and Allocation of land to confirmed staff members at a fee for development;	PPU / Admin./Council	Oct. 2006	
		l) Commercialization of research findings thereby linking research with development and production.	Admin./Council	Oct. 2007 – Sept. 2008	
		m) Giving incentives to Units generating funds and revenues – 10% of net funds generated.	Senate Research Grant Committee/ URDMB	Oct. 2004 – Sept. 2008	
		n) Mounting short Courses like management development courses for industry staff – usually of 2-5 days duration.	Dept./Faculty/ URDMB		

	Objectives/Goals	Strategies	Actors	Time	Priority No.
3.	TO ATTRACT, ENGAGE AND RETAIN TOP-QUALITY, WORLD-CLASS STAFF.	<ul style="list-style-type: none"> <li>i. Recruitment and deployment based on competence, evidence of scholarship, creativity, shared values and best-industry practice.</li> <li>ii. All-round development of existing staff to ensure that they are current and have appropriate capacity to discharge their duties.</li> <li>iii. It shall also put in place adequate arrangements for succession plan.</li> <li>iv. Welfare measures should include: <ul style="list-style-type: none"> <li>a) Concessionary chargeable fees for staff and their children.</li> <li>b) Improve transportation by annual acquisition of at least a big bus.</li> <li>c) Prompt Payment of salaries and other entitlements.</li> <li>d) Enhancement of current Insurance</li> </ul> </li> </ul>	<p>Dept/Faculty/ Admin</p> <p>Dept/Faculty/ Admin.</p> <p>Dept/Faculty/ Admin.</p> <p>Admin/Council</p> <p>Admin/Council</p> <p>Works/ Admin/Council</p> <p>Admin/Bursary</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 –</p>	



	Objectives/Goals	Strategies	Actors	Time	Priority No.
		Coverage to 24-hours;	Admin/Bursary	Sept. 2008	
		e) Sustain concessionary admission for staff biological children.	Admin/Admission	Oct. 2003 – Sept. 2008	
		f) Provision of some adequate and conducive office accommodation. This should be phased into four (4) years i. e. 25% per annum	Admin/Works/PPU	Oct. 2003 – Sept. 2008	
		g) Extension of welfare services to retired staff until they die.	Admin/Council	Oct. 2004	
		h) Affordable access to health services by subscribing to NHIS.	Admin/Council	Oct. 2003	
		i) Share pains & joys with staff – e.g. at childbirth, death of relations, etc. - by writing appropriate letters to such staff, etc.	Admin/Registry/Faculty/Department	Oct. 2003	
		j) Staff Housing Loan, Vehicle Refurbishing Loan and Furniture Loan to be enhanced and sustained.	Bursary/Admin	Oct. 2004	
		k) Rent Advance for new staff (with appropriate guarantee) to be reactivated.	Admin/Bursary	Oct. 2003	
		 l) Relief Loans to be granted in period	Bursary/Admin		

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>of distress to all categories of staff.</p> <p>m) Other motivational measures beyond normal salaries shall include:</p> <ul style="list-style-type: none"> <li>- Allocation of a Percentage of internally generated funds to all staff of the University.</li> <li>- Allocation of 10% of net revenue to the unit members that generated it.</li> <li>- Merit Award should be established -</li> <li>- Annual Productivity Award for staff members (all categories)</li> <li>- Recognition to all deserving members of the Community (including staff dependants).</li> <li>- Unit award for Extra-ordinary performance of excellence -this will require the identification of deliverables for non-teaching staff particularly at top level.</li> </ul> <p>v. Discipline should be enforced by encouraging adequate reporting of violation of rules, regulations and shared values e.g. sales of handouts, indecent dressing, sexual harassment, and cultism. Justice should be dispensed promptly without fear or favour by prompt disposal of disciplinary matters. Centres to be reported to should be placed conspicuously in hand books and during orientation of staff and</p>	<p>Council / Admin / Faculty / Dept</p> <p>Council/ Dept/Faculty/ SDAC/Registry</p>	<p>Oct. 2003</p> <p>Oct. 2004</p> <p>Oct. 2003 – Sept. 2008</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>vi. It shall re-orientate its research focus towards development by recognizing and rewarding staff that undertakes such.</p> <p>vii. Its training - capacity building efforts – shall give encouragement to women development and the handicapped.</p> <p>viii. There shall be on-the-job training for all cadres of staff including administrative training for occupiers of administrative posts.</p> <p>ix. Short courses / seminars on teaching techniques for academic staff.</p> <p>x. Programmes for Productivity Monitoring / Assessment shall be put in place, which shall include arrangement for the assessment of staff by their subordinates, colleagues and students as well as mechanism for development.</p>	<p>Senate/Faculties/Depts.</p> <p>Registry/Council</p> <p>Registry</p> <p>Faculties/Registry</p> <p>Dept/Faculty/ Appt &amp; Promotions Committee</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003</p> <p>Oct. 2003 – Sept. 2008</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
4.	<b>TO IMPROVE THE ADMINISTRATIVE EFFECTIVENESS AND EFFICIENCY OF THE UNIVERSITY.</b>	<p>i. The present administrative structure shall be restructured and streamlined to eliminate bottlenecks and ensure adequate feedback. Thus, non - statutory Committees that do not serve useful purposes and / or obsolete shall be scrapped.</p> <p>Similarly, needed Committees that are not performing should have their membership reviewed and dual - reporting lines should be streamlined.</p> <p>Such Committees include:</p> <ul style="list-style-type: none"> <li>- Physical Planning &amp; Capital Works Committee (Activities Overtaken by Capital Projects Implementation Taskforce)</li> <li>- Streets/Buildings naming Committee (Functions taken up by another Council Committee)</li> <li>- Senior Staff Housing Allocating Committee (Obsolete)</li> <li>- Communications Committee (Not Required anymore. COMSIT has taken over)</li> <li>- Students Catering Committee (Obsolete)</li> <li>- Governing Board of Unilorin Consultancy Services &amp; Revenue Yielding Projects</li> </ul>	Admin/Council/Registry	Oct. 2003 – Sept. 2008	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>(Functions taken over by URDMB)</p> <ul style="list-style-type: none"> <li>- Governing Board of Institute of Education (Functions taken over by URDMB).</li> <li>ii. Procedures, rules and regulations shall be codified for each post/position and made public e.g. <ul style="list-style-type: none"> <li>a) Policies, Procedures and Processes of Academic/ Professional/Sandwich Programmes should be put in place.</li> <li>b) Handover/Transition reports.</li> </ul> </li> <li>iii. The rendition of Annual Reports for the University should be reactivated. Rendering of Reports to Council by statutory boards, faculties, departments and units be made and impact assessment made. The reportage should be built into the session calendar.</li> <li>iv. Student/Alumni involvement in Management should be encouraged for contribution to University overall growth and development, monitoring &amp; Feedback.</li> <li>v. There should be more involvement of Students/Alumni in more Committees and Statutory Bodies e.g. representation in Development Committee and relevant Councils/Senate Committees.</li> </ul>	<p>Admin/Senate/Council.</p> <p>Admin/Senate/Council.</p> <p>Admin/Senate/Council.</p> <p>Admin/Senate/Council.</p>	<p>Oct. 2003</p> <p>Oct. 2003</p> <p>Oct. 2003</p> <p>Oct. 2003</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
5.	<b>TO COMPLY WITH GOVT. REGULATIONS AND UNILORIN ACT.</b>	<p>The University shall continue to implement Federal Government policies and guidelines on education and observe the provisions of the University Act as well as of those of NUC. However, as soon as the awaited Autonomy Bill is passed, the University Regulations shall be liberalised to allow for the implementation of new strategies.</p> <p>These shall include:</p> <ul style="list-style-type: none"> <li>a) Review of welfare inhibiting Provisions</li> <li>b) Review of fees / charges on services (competitive price) in a gradual, progressive / reasonable manner especially of hostels / school fees that is 25% in the first year 50% in the second year etc.</li> <li>c) Review of Admission Regulations</li> <li>d) Enhancement of Wages / Salaries</li> </ul>	<p>Admin/Senate/Council.</p> <p>Council/Admin Admin/Student Affairs</p> <p>Senate/Admission Office/Admission Comm. Council/Admin/Bursary</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2004 Oct. 2004</p> <p>Oct. 2004 Oct. 2004</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
6	TO CHERISH AND NURTURE OUR ETHICS AND SHARED VALUES	<p><b>ACTS OF INTEGRITY</b></p> <ul style="list-style-type: none"> <li>i. Acts of integrity to be publicly identified, acknowledged and rewarded.</li> <li>ii. Acts of impropriety should be publicly sanctioned.</li> </ul> <p><b>FAMILY SPIRIT</b></p> <ul style="list-style-type: none"> <li>i. To identify with members of the University Community in their joys and sorrows. This can be achieved through official &amp; personal visits and gifts as may be appropriate. This should include writing congratulatory letters and letters of condolence where appropriate.</li> </ul> <p><b>INITIATIVE &amp; INNOVATION</b></p> <ul style="list-style-type: none"> <li>i. Provide conducive atmosphere for each person to achieve excellence in his/her calling.</li> <li>ii. Establish awards for creative and innovative ideas, which lead to improvement in the operations of the University.</li> </ul>	<p>Student Affairs/ Admin</p> <p>Admin/Council</p> <p>Registry/ Admin</p> <p>Admin/Registry</p> <p>Admin</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003</p> <p>Oct. 2003</p> <p>Jan. 2004</p>	



	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p><b>LEARNING CULTURE</b></p> <ul style="list-style-type: none"> <li>i. Provide conducive atmosphere, reading materials &amp; facilities.</li> <li>ii. Encourage stakeholders &amp; players within the University Community to take advantage of these facilities.</li> <li>iii. Encourage general reading particularly reading outside ones area of specialization.</li> <li>iv. Organize reading workshop/seminar on reading culture.</li> <li>v. To further study the issue of promoting broad based learning culture within the University.</li> </ul> <p><b>EQUITY AND JUSTICE</b></p> <ul style="list-style-type: none"> <li>i. Establishment of an anticorruption office to report cases of injustices, unfairness and corruption.</li> </ul>	<p>Library/Admin</p> <p>Faculty/Dept.</p> <p>Admin/Library</p> <p>Admin/Library</p> <p>Senate/APU</p> <p>Registry/Student Affairs</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003</p> <p>Oct. 2003</p> <p>Oct. 2003</p> <p>Oct. 2005</p>	



	Objectives/Goals	Strategies	Actors	Time	Priority No.
8	<b>TO ENHANCE THE QUALITY OF ACADEMIC PROGRAMMES.</b>	<ul style="list-style-type: none"> <li>i. Streamline Academic Programme</li> <li>ii. Restructure</li> <li>iii. Merge and repackage</li> <li>iv. Modify content of courses</li> <li>v. Eliminate Courses where appropriate.</li> <li>vi. Introduce new courses</li> <li>vii. Programme diversification and renaming to reflect the demands of the market.</li> <li>viii. Inter disciplinary approach i.e. hybridization.</li> <li>ix. The student-staff ratio of every programme shall be reviewed annually and when a programmes ratio is ridiculously lower than the NUC recommended ratio, the programmes shall be determined, restructured or merged with another related one.</li> </ul>	<p>Faculty /Dept/ Units/Senate</p> <p>Senate /APU</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2004 – Sept. 2008</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
9	TO PRODUCE HIGH QUALITY STUDENTS BOTH IN LEARNING AND CHARACTER.	<ul style="list-style-type: none"> <li>i) Establish and maintain high admission standards.</li> <li>ii) Admit the number of students, which the existing facilities and staff can sustain.</li> <li>iii) Put in place policies that allow only exceptionally brilliant students to transfer to courses of their choice.</li> <li>iv) Encourage and assist students to make good use of their time by setting up a committee to work on it.</li> <li>v) Employ tutorial assistants and demonstrators and enforce anti-tuancy regulations.</li> <li>vi) Encourage participation in sporting activities, professional societies, debates and lectures by University Ceremonial and Sports Committee proposing an action plan.</li> <li>vii) Establish awards for academic excellence such as university scholarships that are widely publicized and establish scholar</li> </ul>	<ul style="list-style-type: none"> <li>Senate/Faculty/Admin</li> <li>Senate/Faculty/Admin</li> <li>Senate/Faculty</li> <li>Senate/Library/Faculty</li> <li>Faculty/Admin</li> <li>Sports/Ceremonials/Admin</li> <li>Scholarship Committee</li> </ul>	<ul style="list-style-type: none"> <li>Oct. 2003</li> <li>Oct. 2003</li> <li>Oct. 2003</li> <li>Jan. 2004</li> <li>Oct. 2004</li> <li>Dec. 2003</li> <li>Oct. 2003</li> </ul>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>viii) hostel. Ensure the enhancement of work-study programme.</p> <p>ix) Ensure timely release and publication of examination results and make same available to parents/guardians.</p> <p>x) Introduce compulsory discipline-based computer appreciation course whose examination should be practical in orientation.</p> <p>xi) Departments are to consider critically the external examiners reports and take actions where appropriate.</p> <p>xii) Conduct regular surveys to get feedback from the employers of labour.</p> <p>xiii) Review the criteria of moving across levels to ensure higher standards and to drop the dregs early enough to avoid wastage.</p> <p>xiv) In addition to Invigilators, examination supervision should also be monitored electronically and be done two (2) Lecture Theatres per year.</p> <p>xv) Student counseling to be professionalized and coordinated</p>	<p>Study work programme Committee/Admin. Senate/Faculty</p> <p>Senate/Faculty</p> <p>Faculty/Dept.</p> <p>APU</p> <p>Senate/Faculty</p> <p>APU/Admin/Council</p> <p>DSA/G&amp;C Dept</p>	<p>Dec. 2003</p> <p>Oct. 2003</p> <p>Sept. 2004</p> <p>Oct. 2003</p> <p>June 2004</p> <p>Oct. 2003</p> <p>June 2004</p> <p>Oct. 2003</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
10	<p>i. <b>TO MAKE MEANINGFUL CONTRIBUTION TO NATIONAL DEVELOPMENT THROUGH RESEARCH ENDEAVOURS.</b></p> <p>ii. <b>TO DEVELOP PRODUCTS THAT WOULD SERVE THE NEEDS OF THE SOCIETY.</b></p> <p>iii. <b>TO PROFER SOLUTIONS TO NATIONAL PROBLEMS THROUGH CONCERTED RESEARCH EFFORTS.</b></p>	<p>i) Re-orientate Research focus from basic to applied research.</p> <p>ii) Encourage inter-disciplinary research collaboration.</p> <p>iii) Provide adequate grant for realistic research projects.</p> <p>iv) Prioritize research proposals and select accordingly.</p> <p>v) Progressively monitor and evaluate research projects.</p> <p>vi) Development capacity through appropriate training for writing proposals that will attract external funding.</p> <p>vii) Encourage/Support the existing research centers/institutes such as:</p> <p>a) The Unilorin Sugar Research Institute.</p> <p>b) The Unilorin Teaching and Research Farm.</p> <p>c) W.H.O Collaboration Centre by</p>	<p>Administration / Dept. / Units / Research Centres / Institutes / SRGC</p> <p>APU</p> <p>APU</p> <p>Admin. / Senate</p>	<p>Oct. 2003</p> <p>Oct. 2003</p> <p>Oct. 2003</p> <p>Nov. 2004</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>considering proposals for enhancement by the centers.</p> <p>viii) Establish new specialized research centers/institutes such as:</p> <p>a) Institute of Translation Arts.</p> <p>b) Petroleum and Solid Minerals Exploration Research Center</p> <p>c) Centre for Developmental Studies.</p> <p>d) Centre for International &amp; Peace Studies.</p> <p>e) Centre for Gender Studies.</p> <p>f) Centre for Environmental Studies</p> <p>ix) Reward adequately University personnel who successfully attract research grants.</p>	<p>Arts/Senate</p> <p>Science/Senate</p> <p>BSS/Senate</p> <p>BSS/Senate</p> <p>BSS/Senate</p> <p>BSS/Science/Agric/Senate</p> <p>Admin/Bursary</p>	<p>Oct. 2003 – Sept. 2004</p> <p>Oct. 2003 – Sept. 2004</p> <p>Oct. 2003 – Sept. 2004</p> <p>Oct. 2003 – Sept. 2004</p> <p>Oct. 2004 – Sept. 2005</p> <p>Oct. 2003 – Sept. 2004</p>	



	Objectives/Goals	Strategies	Actors	Time	Priority No.
11.	<b>ENHANCE AND PROMOTE ACADEMIC AND RESEARCH SYNERGY BETWEEN THE UNIVERSITY OF ILORIN AND OTHER INSTITUTIONS AND AGENCIES AT NATIONAL AND INTERNATIONAL LEVELS</b>	a) Establishment of Central Collaboration Committee (CCC) in the first year of the plan b) Establishment of two and five international and National linkages respectively per annum (10 International and 25 National) c) Exchange of research materials, journal and books etc	Administration  CCC/ Admin  Faculty/ Relevant linkages	Oct 2003 - Dec 2003  March, 2003 - Sept. 2008  Oct 2003 - Sept 2008	
12.	<b>ENHANCEMENT OF ACADEMIC AND COMMERCIAL ACTIVITIES THROUGH PARTNERSHIP</b>	a) Exchange of Student minimum of ten per annum b) Exchange of lecturers minimum of five per annum c) Commercialization of research findings (Minimum of two works to be commercialized annually)	CCC/Faculty/APU  CCC/Faculty/APU  CCC	Oct 2003 - Sept. 2008 Oct 2003 - Sept. 2008 Oct 2003 - Sept. 2008	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
13	TO ENHANCE THE EXISTING FACILITIES TO MEET THE INCREASING CHALLENGES OF OUR TIME AS A RESULT OF INCREASING STUDENT AND STAFF POPULATION	<ul style="list-style-type: none"> <li>a) Establish the total infrastructural requirements in terms of power generation, water supply, telecommunication, road, transportation, building, laboratories and Library facilities</li> <li>b) Work on the Federal Ministry of Power and Steel to assist in the upgrading of the 33 KV sub-station and through the resources of the University in the absence of such assistance</li> <li>c) Provision of additional generator (2000 KVA) to supplement the current standby power generation capacity.</li> <li>d) Acquisition of modern PABX to serve the needs of the University community and rehabilitation / upgrading of existing direct line telephone facilities and attain 24 hours water supply.</li> <li>e) Complete the abandoned PTF water project on the main campus, rehabilitate the booster</li> </ul>	<p>Work Dept./PPU/APU</p> <p>Council/ Admin/Works Dept.</p> <p>Council/ Admin/Works Dept.</p> <p>Council/ Admin/Works Dept.</p> <p>PPU/ Works Dept. / Admin / Council</p>	<p>Oct. 2003 – Dec. 2003</p> <p>Oct. 2003 – Oct. 2004</p> <p>Oct. 2003 – Oct. 2004</p> <p>Oct. 2003 – Oct. 2005</p> <p>Oct. 2003 – Oct. 2006</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		on the main campus, rehabilitate the booster stations and enhance the reticulation system.	Dept./ Admin/Council	Oct. 2006	
		f) Provision of lecture theatre and class rooms for the Faculty of Arts on the Main Campus in view of the planned movement of the Faculty to the main campus in the year 2003	Council/ Admin/PPU	Oct. 2003 – Oct. 2004	
		g) Provision of buildings for the Faculty of Business and Social Sciences,	Council/ Admin/PPU	Oct. 2003 – Oct. 2005	
		h) Provision of buildings and infrastructure for sections of Works Department, Stores (Currently on the Mini Campus) and parking space at the Main Campus.	Council/ Admin/PPU	Oct. 2003 – Oct. 2005	
		i) By collaboration with private sector and developers, the University should provide 1000 bed space per annum for the plan period. i.e. 5,000 bed space during the planned period.	Council/ Admin/PPU	Oct. 2003 – Oct. 2008	
		j) Expansion of Library facilities (phase II)	Council/ Admin/PPU /Library	Oct. 2003 – Oct. 2005	
		k) Provision of recreational facilities (pitches, courts etc)	Council/ Admin/PPU	Oct. 2003 – Oct. 2006	
		l) Provision of games facilities in halls of residence and students centre.	Council/ Admin/PPU /Student Affairs	Oct. 2003 – Oct. 2004	
		m) Provision of infrastructure for the faculty of Health Sciences at the Teaching Hospital permanent Site.	Council/ Admin/PPU	Oct. 2003 – Oct. 2007	
		n) Rehabilitate the grounded but serviceable vehicles and procure new ones to meet the vehicular needs of the University and this	Council/ Admin/Works Dept.	Oct. 2003 – Sept. 2008	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>should be reviewed annually.</p> <p>o) Provision of furniture items for staff office and laboratory.</p> <p>p) Provision for two new faculties (Pharmacy &amp; Pharmaceutical Science, and Environmental Studies</p> <p>q) Provision for regular maintenance of all University buildings.</p>	<p>Council/ Admin/ Works Dept. Senate/Council/APU/PPU</p> <p>Admin/Works Dept.</p>	<p>Oct. 2003 – Oct. 2004 Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p>	
14	TO MAINTAIN THE FACILITIES (INCLUDING MOTOR VEHICLES) SO AS TO PROVIDE FUNCTIONAL AND COST EFFECTIVE SERVICES TO THE UNIVERSITY COMMUNITY	<p>a) Involve a culture of planned preventive maintenance through provision of</p> <ol style="list-style-type: none"> <li>Tools</li> <li>Spare parts/consumables</li> <li>Engagement of appropriate personnel and training of the existing ones</li> </ol> <p>b) For fast depreciating equipment (e.g. Vehicles, generating plants etc) at least 50% of annual depreciation value should budgeted for maintenance (i.e.10% of cost)</p> <p>c) 30% of the total fund available for the capital project should be set aside for rehabilitation of the existing infrastructure facilities</p> <p>d) There should be sanction for mis- handling of University assets and reward for good handling (of assets) e.g. non accident bonus</p>	<p>Council/ Admin/ Works Dept.</p> <p>Council/ Admin/ Works Dept.</p> <p>Council/ Admin/ Bursary</p> <p>Admin.</p>	<p>Oct. 2003 – Oct. 2004</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		for drivers should be enhanced.			
15	<b>TO MAINTAIN GOOD CORDIAL RELATIONSHIP WITH OUR STAKEHOLDERS</b> - GOVERNMENT AND GOVERNMENT AGENCIES -STUDENTS -PARENTS -UNIONS -EMPLOYER OF LABOUR - ALUMNI ASSOCIATION	a) Opinion poll or administration of questionnaire once in a year on each segment of the stakeholders to identify their needs and the level to which the University has satisfied such needs b) Identify the area in which the University can improve its services to the stakeholders. c) Management to create forum for meaningful dialogue with all segments of the stakeholders. d) Establishment of effective communication channel through the use of News letter and regular releases e) The Directorate of Information and Public Relation should be restructured and strengthened to meet the new challenges.	Admin/Council APU/Information APU Admin/Information Admin/Information	Oct. 2003 Oct. 2003 - Sept. 2008 Oct. 2003 – Sept. 2008 At least once in six (6) months. Monthly	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		strengthened to meet the new challenges.	Administration	Oct. 2003 – Sept. 2004	
16	TO ENCOURAGE FEMALES TO TAKE UP OPPORTUNITY AT BOTH THE ACADEMIC, TECHNICAL AND ADMINISTRATIVE SECTORS	<ul style="list-style-type: none"> <li>a) Create equal opportunity for male and female during recruitment exercises.</li> <li>b) University should deliberately source for graduating female students who have potential for academic career to do NYSC programme at the University and retain them as graduate assistants after their NYSC assignment.</li> <li>c) Institute scholarship and award for good female students.</li> <li>d) Career counselors should encourage female students to take up teaching opportunities in the University after graduation.</li> <li>e) Family support centre should be established within the University Campus with all</li> </ul>	<p>Faculty/Admin.</p> <p>Faculty/Admin.</p> <p>Senate/Faculty</p> <p>Faculty/Career Counselors</p> <p>Council/Admin</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2003 – Sept. 2008</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>facilities that will make it functional.</p> <p>f) Good dressing mode and morals should be inculcated in our Students.</p> <p>g) Establish a Centre for Gender issues.</p>	<p>Admin/Faculty</p> <p>Admin/UHRMB</p>	<p>Oct. 2003 – Sept. 2008</p> <p>Oct. 2004</p>	
17.	<b>TO PROMOTE AND ENHANCE STUDENTS WELFARE</b>	<p>c) To provide additional hostel accommodation through:</p> <p>i. Using University resources to provide 100 bed space per annum</p> <p>ii. Donor – Provided accommodation to the tune of 100-bed space per annum.</p> <p>iii. Private developer – Provided accommodation to the tune of 800 bed space.</p> <p>b) Effective transportation system</p> <p>i. Ensure that all the serviceable buses in the fleet of the Campus Transportation Board (CTB) are rehabilitated and functional by making adequate</p>	<p>PPU / Admin/ Council</p> <p>Council Members/ Admin</p> <p>Council/ Admin</p> <p>CTB/ Admin</p>	<p>Oct. 2003 - Sept. 2008</p> <p>Oct. 2003 - Sept. 2008</p> <p>Oct. 2003 – Oct. 2004</p>	



Objectives/Goals	Strategies	Actors	Time	Priority No.
	<p>budgetary provision.</p> <p>ii. Increase the fleet size by 100% within the plan period i.e. 20% per <u>annum</u>.</p> <p>iii. Encourage private transporters through dialogue with stakeholders such that economic rate can be charged</p> <p>c) Establish counseling services to reorient ate staff with whom students have first contact. New student orientation programme. Should be enhanced by taking it more seriously and making it mandatory.</p> <p>i. The orientation should be properly planned and executed. All orientation programmes should be ready three weeks before resumption.</p> <p>ii. The key officers should attend to them and make themselves available.</p> <p>iii. The orientation exercise should be mandatory and an aptitude test should be taken at the end of the programme.</p> <p>iv. Regular public and Faculty lectures on various aspects of life. The curriculum of the General Studies programme (GNS) should be reviewed to incorporate such aspects of life.</p> <p>v. In view of the hardship experienced by the new students a temporary accommodation could be arranged with the Hajj camp for one week.</p> <p>vi. Well-coordinated and fast registration</p>	<p>CTB/ Admin</p> <p>Admin/Stake Holders</p> <p>Admin/Student Affairs</p> <p>Students Affairs/ Academic Office/ Admin.</p> <p>Students Affairs</p> <p>Students Affairs</p> <p>Senate/GNS</p> <p>Admin./Student Affairs</p> <p>Faculty/Dept/ Academic</p>	<p>Oct. 2003 - Sept. 2008</p> <p>Oct. 2003 - Sept. 2008</p> <p>Oct. 2003 - Sept. 2008</p> <p>Oct. 2003 - Sept. 2008</p> <p>Oct. 2003 - Sept. 2008</p> <p>Oct. 2003</p> <p>Oct. 2003</p> <p>Oct 2003 -</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>process.</p> <p>vii. The University should ensure a hitch free pay arrangement with the bank.</p>	Office Admin/Bursary	Sept. 2008 Oct 2003 – Sept. 2008	
18	<b>TO PROVIDE A CLEAN, BEAUTIFUL AND SERENE ENVIRONMENT FOR THE BENEFIT OF STUDENTS, STAFF, UNIVERSITY GUESTS AND FRIENDS</b>	<p>a) To enhance the existing toilet facilities and make them functional</p> <p>b) Provide suitable toilet facilities for each of the faculties</p> <p>c) Bill boards and dustbins to be installed in each Department / Unit</p> <p>d) Improvement in landscaping activities to give the University a better outlook and to enhance recreational facilities for students and staff</p> <p>e) Provision of two new tractors, four new slashers, lawn mowers and other tools to</p>	<p>Works Dept./Admin.</p> <p>Works Dept./Admin</p> <p>Works Dept./Admin</p> <p>Works Dept./Admin</p> <p>Works Dept./Admin</p>	<p>Oct. 2003</p> <p>Sept. 2004</p> <p>Oct. 2003 – Sept 2004</p> <p>Oct. 2003 – Sept. 2004</p> <p>Oct. 2003 – Sept. 2004</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>enhance the effectiveness of the Parks and Gardening Unit</p> <p>f) Contracting cleaning exercise should be sustained but constantly reviewed for efficient and cost effective management and to ensure that commensurate value is realised for money spent.</p> <p>g) Map out segment of the campus and allocation to particular officers amongst those on ground in Parks and Garden for effective supervision and management.</p> <p>h) Regular clearing of all drains and refuse.</p>	<p>Works Dept./ Admin</p> <p>Works Department</p> <p>Health Services/ Admin.</p>	<p>Oct. 2003 – Sept. 2004</p> <p>Oct. 2003 – Sept. 2004</p> <p>Oct. 2003 – Sept. 2008</p>	
19	<b>TO IMPROVE THE LEVEL OF SECURITY CONSCIOUSNESS AND TAKE ADEQUATE SECURITY MEASURES TO PROTECT LIFE AND PROPERTY ON THE CAMPUS</b>	<p>a) Put in place an efficient and reliable security outfit for safety of life and property</p> <p>b) Periodical training and retraining of security officers to meet the challenges and threats posed by the hoodlums with emphasis on crime prevention</p> <p>c) To provide two good patrol vehicles and one good bus for easy mobility of security men</p> <p>d) Provision of suitable communication facilities</p> <p>e) Staff / students should be educated on the</p>	<p>Security Unit/ Admin.</p> <p>Security Unit/ Admin.</p> <p>Security Unit/ Admin/ Works Dept.</p> <p>Security Unit/ Admin/ Works Dept.</p> <p>Security Unit/ Admin</p>	<p>Oct..2003-Sept..2004</p> <p>Oct..2003-Sept..2008</p> <p>Oct. 2003-Sept. 2005</p> <p>Oct. 2003-Sept. 2004</p> <p>Oct.2003 -</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
		<p>need to be security conscious</p> <p>f) Enhancement of the current anti-cult measures put in place by the University (e.g. Seminars, Workshops, better lighting system, involvement of student leadership in the campaign against cultism)</p>	Security Unit/Works Dept. // Students Affairs/ Admin.	Sept. 2008 Oct.2003 – Sept. 2008	
20	TO DEVELOP AND PRODUCE DISTANCE LEARNING AND PART-TIME PARALLEL DEGREE PROGRAMMES WITH A VIEW TO SATISFYING EDUCATIONAL NEEDS OF NIGERIAN PEOPLES. THIS	<p>a) Supports all efforts that will give legal backing to DLE.</p> <p>b) Part-time and parallel degree programmes to be put in place to admit qualified candidates in all Faculties.</p> <p>c) Sandwich programme should be vigorously pursued in the Institute of Education noting the strengths and weaknesses of their competitors</p>	<p>Council/Senate/ Admin</p> <p>Senate/Faculty</p> <p>Fac. of Educ./Inst. of Educ. and Senate</p>	<p>Oct. 2003 - Sept. 2004</p> <p>Oct. 2003 - Sept. 2004</p> <p>Oct.2003 - Sept.2004</p>	

	Objectives/Goals	Strategies	Actors	Time	Priority No.
	SHOULD BE IMMEDIATE IN VIEW OF OUR COMPETITORS				

## **7.0 CONTINGENCY PLAN**

- Autonomy
- DLE - Law
- Fees - No Fees
- Accommodation
- Transportation

## **8.0 BUDGETARY IMPLEMENTATION**

- Physical
- Fiscal
- Operational
- Library
- Finance



## 8.0 BUDGETARY IMPLICATIONS

### 8.1 CAPITAL EXPENDITURE - 2003/2004 TO 2007/2008

S/No.	Particulars	Quantity Require	Unit Price (N)	Total Amount (N)
	Capital 2003 - 2004			
	A. Specific Provisions			
	Budgetary Implication			
	Computer Literacy Programme for all staff 20 no. Training Personal Computer plus 1			
1	Printer	1	2,000,000.00	2,000,000.00
2	2 No.L.T. Equipment	2	750,000.00	1,500,000.00
3	Local Area Network	7	100,000.00	700,000.00
	New 1000 lines PABX with voice mail,			
4	Replace cable network	1	60,000,000.00	60,000,000.00
5	Improve Transportation (1 Big Bus)	1	15,000,000.00	15,000,000.00
6	Adequate Physical Facilities(Officers Lecture Theatres, Laboratories etc)	1	370,000,000.00	370,000,000.00
	New Research Centres and Support for old ones			
7		1	5,000,000.00	5,000,000.00
8	Hostels (1000 bedspaces)			250,000,000.00
	Provision of Tractors, Slashers, lawn Mowers etc			
9		1	9,000,000.00	9,000,000.00
	Rehabilitation (Asphalting) of Road up to roundabout			
10		1	20,000,000.00	20,000,000.00
11	Rehabilitation of Buildings / Furnishing	1	70,000,000.00	70,000,000.00
	B. Others / Contingency (10%)		80,185,000.00	80,320,000.00
	Total			883,520,000.00

	<b>Capital 2004 - 2005 Second Year</b>			
	<b>A. Specific Provisions</b>			
1	Attain ISP status	1	6,000,000.00	6,000,000.00
2	Improved Trasportation (1 Big Bus)	1	15,000,000.00	15,000,000.00
3	Physical facilities	1	350,000,000.00	350,000,000.00
4	New Research Centres & Support for old ones	1	10,000,000.00	10,000,000.00
5	Hostels (1000 bedspaces)	1	250,000,000.00	250,000,000.00
6	Rehabilitation of Roads (Senior Staff Quarters)	1	100,000,000.00	100,000,000.00
7	Rehabilitation of Buildings / Furnishing	1	70,000,000.00	70,000,000.00
8	Rehabilitation of Booster Pumps	1	20,000,000.00	20,000,000.00
	<b>B, Others / Contingency (10%)</b>		82,100,000.00	82,100,000.00
	<b>Total</b>			<b>903,100,000.00</b>

	<b>Capital 2005 - 2006</b>			
	<b>A. Specific Provisions</b>			
	Second Generating Plant, step up Transformer, change over and other accessories	1	100,000,000.00	100,000,000.00
2	Physical facilities	1	300,000,000.00	300,000,000.00
3	New Research Centre and Support for old one	1	10,000,000.00	10,000,000.00
4	Hostels (1000 bedspaces)	1	250,000,000.00	250,000,000.00
5	Improved transportation (1 big bus)	1	15,000,000.00	15,000,000.00
6	Rehabilitation of Roads (Olu Daramola and Afolabi Toye Roads)	1	18,000,000.00	18,000,000.00
7	Rehabilitation of Buildings / furnishing	1	70,000,000.00	70,000,000.00
	<b>B. Others / Contingency (10%)</b>		76,300,000.00	76,300,000.00
	<b>Total</b>			<b>839,300,000.00</b>

	<b>Capital 2006 - 2007</b>			
	<b>A. Specific Provisions</b>			
1	Physical facilities	1	300,000,000.00	300,000,000.00
2	New Research Centres and support for old ones	1	10,000,000.00	10,000,000.00
3	Completion of abandoned PTF water project	1	100,000,000.00	100,000,000.00
4	Hostels (1000 bedspaces)	1	250,000,000.00	250,000,000.00
5	Improved transportation ( 1 big bus)	1	15,000,000.00	15,000,000.00
6	Rehabilitation of roads (GRA Estate and Jalala Estate)	1	40,000,000.00	40,000,000.00
7	Rehabilitation of Buildings / Furnishing	1	70,000,000.00	70,000,000.00
	<b>B. Others / Contingency (10%)</b>		78,500,000.00	78,500,000.00
	<b>Total</b>			<b>863,500,000.00</b>

	<b>Capital 2007 - 2008</b>			
	<b>A. Specific Provisions</b>			
1	Physical Facilities	1	325,000,000.00	325,000,000.00
2	New Research Centres and support for old ones	1	10,000,000.00	10,000,000.00
3	Hostels (1000 bedspaces)	1	250,000,000.00	250,000,000.00
4	Improved Transportation (1 Big Bus)	1	15,000,000.00	15,000,000.00
5	Rehabilitation of Building / Furnishing	1	70,000,000.00	70,000,000.00
6	Construction of additional Storage Facilities	1	25,000,000.00	25,000,000.00
7	Asphalt Resurfacing of main access Road	1	75,000,000.00	75,000,000.00
	<b>B. Other / Contingency (10%)</b>		77,000,000.00	77,000,000.00
	<b>Total</b>			<b>847,000,000.00</b>

## 8.2 RECURRENT EXPENDITURE - 2003/2004 TO 2007/2008

	<b>Recurrent (2003 - 2004)</b>			
	<b>A. Specific Provision in the Plan</b>			
	Honorarium for staff used on Computer			
1	training	1	500,000.00	500,000.00
2	Insurance (24 hours cover)	1	25,000,000.00	25,000,000.00
	Establishment of International linkages (2 per			
3	year)	2	500,000.00	1,000,000.00
4	Exchange programme (staff and students)	1	3,000,000.00	3,000,000.00
5	Commercialization of Research Findings	1	2,000,000.00	2,000,000.00
	<b>B. Existing Recurrent</b>		2,783,000,000.00	2,783,000,000.00
	<b>Total</b>			<b>2,814,500,000.00</b>

	<b>Recurrent 2004 - 2005</b>			
	<b>A. Specific Provision in the Plan</b>			
1	Subscription and Maintenance of ISP	1	250,000.00	250,000.00
2	Provision for enhanced wages from autonomy - 10% increase		163,500,000.00	163,500,000.00
3	Establishment of International Linkages (2)	2	500,000.00	1,000,000.00
4	Commercialization of Research Findings	1	2,000,000.00	2,000,000.00
5	Exchange Programme (Staff / Students)	1	3,000,000.00	3,000,000.00
6	Insurance (24 hours)	1	25,000,000.00	25,000,000.00
	<b>B. Existing Recurrent</b>		3,061,300,000.00	3,061,300,000.00
	<b>Total</b>			<b>3,256,050,000.00</b>



	<b>Recurrent 2007 - 2008</b>			
	<b>A. Specific Provision in the Plan</b>			
1	Establishment of International Linkages (2)	2	500,000.00	1,000,000.00
2	Exchange Programme (Staff / Student)	1	3,000,000.00	3,000,000.00
3	Commercialization of Research Findings	1	2,000,000.00	2,000,000.00
	Provision for enhanced wages from autonomy - 10% increase		217,618,500,000.00	217,618,500,000.00
4			250,000.00	250,000.00
5	Subscription and Maintenance of ISP		250,000.00	250,000.00
6	Insurance (24 hours)		4,292,208,800.00	4,292,208,800.00
	<b>B. Existing Recurrent</b>			<b>221,917,208,800.00</b>
	<b>Total</b>			

### 8.3 Capital Items (Summary)

S/No.	Particulars	Amount					
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	5 - Year Total
<b>A.</b>	<b>Specific Provisions</b>						
1	Computer Literacy Programme for all staff 20 no. Training Personal Computer plus 1 Printer	2,000,000.00	0	0	0	0	2,000,000.00
2	2 No. L. T. Equipment	1,500,000.00	0	0	0	0	1,500,000.00
3	Local Area Network	700,000	0	0	0	0	700,000.00
4	New 1000 lines PABX with voice mail, Replace Cables	60,000,000.00	0	0	0	0	60,000,000.00
5	Improved Transportation (1 Big Bus)	15,000,000.00	15,000,000.00	15,000,000.00	15,000,000.00	15,000,000.00	75,000,000.00
6	Adequate Physical Facilities (Offices, Lecture Theatres, Laboratories etc)	370,000,000.00	350,000,000.00	300,000,000.00	300,000,000.00	325,000,000.00	1,645,000,000.00
7	New Research Centres and Support for old ones	5,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	45,000,000.00
8	Hostels (1000 bedspaces)	250,000,000.00	250,000,000.00	250,000,000.00	250,000,000.00	250,000,000.00	1,250,000,000.00
9	Provision of Tractors, Slashers, lawn Mowers etc	9,000,000.00	0	0	0	0	9,000,000.00
10	Rehabilitation (Asphalting) of Road up to roundabout	20,000,000.00	0	0	0	0	20,000,000.00
11	Rehabilitation of Buildings / Furnishing	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	70,000,000.00	350,000,000.00
12	Attain ISP status	0	6,000,000.00	0	0	0	6,000,000.00
13	Rehabilitation of Booster Pumps	0	20,000,000.00	0	0	0	20,000,000.00

14	Second Generating Plant, step up Transformer, change over and other accessories	0	0	100,000,000.00	0	0	100,000,000.00
15	Rehabilitation of Roads (Olu Daramola and Afolabi Teye Roads)	0	0	18,000,000.00	0	0	18,000,000.00
16	Completion of abandoned PTF water project				100,000,000.00		100,000,000.00
17	Rehabilitation of roads (GRA Estate and Jalala Estate)	0	100,000,000.00	0	40,000,000.00	0	140,000,000.00
18	Construction of additional water Storage Facilities	0	0	0	0	25,000,000.00	25,000,000.00
19	Asphalt Resurfacing of main access Road	0	0	0	0	75,000,000.00	75,000,000.00
<b>B. Others / Contingency (10%)</b>		80,320,000.00	82,100,000.00	76,300,000.00	78,500,000.00	77,000,000.00	394,220,000.00
<b>Total</b>		<b>883,520,000.00</b>	<b>903,100,000.00</b>	<b>839,300,000.00</b>	<b>863,500,000.00</b>	<b>847,000,000.00</b>	<b>4,336,420,000.00</b>

#### 8.4 RECURRENT ITEMS (SUMMARY) - (arising from desired goals)

Particulars		Amount					
A. Specific Provisions		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	5 - Year Total
1	Honorarium for Staff	500,000.00	0	0	0	0	500,000.00
2	Insurance (24 hours cover)	25,000,000.00	25,000,000.00	25,000,000.00	25,000,000.00	25,000,000.00	125,000,000.00
3	Establishment of International linkages (2 per year)	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	5,000,000.00
4	Exchange programme (staff and students)	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	15,000,000.00
5	Commercialization of Research Findings	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	10,000,000.00
6	Subscription and Maintenance of ISP	0	250,000.00	250,000.00	250,000.00	250,000.00	1,000,000.00
7	Provision for enhanced wages from autonomy - 10% increase	0	163,500,000.00	179,850,000	197,835,000.00	217,618,500.00	758,803,500.00
	<b>Sub-Total</b>	31,500,000.00	194,750,000.00	211,100,000.00	229,085,000.00	248,868,500.00	<b>915,303,500.00</b>
<b>B. Others - Existing</b>		2,783,000,000.00	3,061,300,000.00	3,367,430,000.00	3,704,173,000.00	4,074,590,300.00	<b>16,990,493,300.00</b>
<b>Grand Total</b>		<b>2,814,500,000.00</b>	<b>3,256,050,000.00</b>	<b>3,578,530,000.00</b>	<b>3,933,258,000.00</b>	<b>4,323,458,800.00</b>	<b>17,905,796,800.00</b>

# 8.5 PROJECTED INCOME (2003/2004 TO 2007/2008)

S/NO.	PARTICULARS	AMOUNT IN NAIRA					5 - YEAR TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	
	<b>A. REGULAR INCOME</b>						
1	Federal Recurrent Grant	2,413,000,000.00	2,681,000,000.00	2,979,000,000.00	3,309,000,000.00	3,677,000,000.00	15,059,000,000.00
2	Library Fund	241,000,000.00	268,000,000.00	298,000,000.00	331,000,000.00	368,000,000.00	1,506,000,000.00
3	Federal Govt. Capital Grant	200,000,000.00	220,000,000.00	242,000,000.00	266,000,000.00	283,000,000.00	1,211,000,000.00
4	Education Tax Fund	50,000,000.00	55,000,000.00	60,000,000.00	65,000,000.00	70,000,000.00	300,000,000.00
5	Research Grant	10,000,000.00	11,000,000.00	12,200,000.00	13,400,000.00	15,000,000.00	61,600,000.00
	Internally Generated Fund per						
6	Current Activities	200,000,000.00	220,000,000.00	242,000,000.00	266,000,000.00	283,000,000.00	1,211,000,000.00
7	<b>B. New Initiatives</b>						0.00
	Community Based Food						
a	Production	0.00	500,000.00	600,000.00	800,000.00	1,000,000.00	2,900,000.00
b	Cattle Breeding	0.00	0.00	2,500,000.00	4,000,000.00	5,000,000.00	11,500,000.00
	Plot Allocation No. 1 Million/Plot						
c	of 15m X 30m	0.00	10,000,000.00	15,000,000.00	20,000,000.00	20,000,000.00	65,000,000.00
d	General Investment	0.00	0.00	0.00	0.00	0.00	0.00
	Agro Allied Activities e.g						
e	Economic Trees Plantation	0.00	0.00	0.00	0.00	5,000,000.00	5,000,000.00
	Use of ICT Status to Generate						
f	Funds	0.00	0.00	1,000,000.00	2,000,000.00	2,500,000.00	5,500,000.00
	Aggressive use of Part Time						
g	(Sandwich) Degree Programme	0.00	2,000,000.00	4,000,000.00	5,000,000.00	5,000,000.00	16,000,000.00
	Mounting Short Courses for						
h	Industry Staff (2 - 5 Days	0.00	500,000.00	1,000,000.00	1,500,000.00	2,000,000.00	5,000,000.00
	Duration)						
	Collaborative / Joint Effort						
i	Activities	0.00	0.00	0.00	0.00	0.00	0.00
	Hostel Development Fund						
j	(Banks Initiative)	0.00	100,000,000.00	100,000,000.00	100,000,000.00	100,000,000.00	400,000,000.00
	<b>Total</b>	<b>3,114,000,000.00</b>	<b>3,568,000,000.00</b>	<b>3,957,300,000.00</b>	<b>4,383,700,000.00</b>	<b>4,836,500,000.00</b>	<b>19,859,500,000.00</b>

# 8.6 PROJECTED INCOME AND EXPENDITURE - 2003 - 2008

S/NO.	PARTICULARS	AMOUNT IN NAIRA					5 - YEAR TOTAL
		2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	
	<b>A. INCOME</b>						
1	Federal Govt. Recurrent Grant	2,413,000,000.00	2,681,000,000.00	2,979,000,000.00	3,309,000,000.00	3,677,000,000.00	15,059,000,000.00
2	Library Fund	241,000,000.00	268,000,000.00	298,000,000.00	331,000,000.00	368,000,000.00	1,506,000,000.00
3	Federal Govt. Capital Grant	200,000,000.00	220,000,000.00	242,000,000.00	266,000,000.00	283,000,000.00	1,211,000,000.00
4	Education Tax Fund	50,000,000.00	55,000,000.00	60,000,000.00	65,000,000.00	70,000,000.00	300,000,000.00
5	Research Grant	10,000,000.00	11,000,000.00	12,200,000.00	13,400,000.00	15,000,000.00	61,600,000.00
6	Internally Generated Fund ( Existing)	200,000,000.00	220,000,000.00	242,000,000.00	266,000,000.00	283,000,000.00	1,211,000,000.00
7	Internally Generated Fund ( New Initiatives)	0.00	113,000,000.00	124,100,000.00	133,000,000.00	140,500,000.00	510,600,000.00
	<b>Total</b>	<b>3,114,000,000.00</b>	<b>3,568,000,000.00</b>	<b>3,957,300,000.00</b>	<b>4,383,400,000.00</b>	<b>4,836,500,000.00</b>	<b>19,859,200,000.00</b>
	<b>B. EXPENDITURE</b>						
1	Capital	883,520,000.00	903,100,000.00	839,300,000.00	863,500,000.00	847,000,000.00	4,336,420,000.00
2	Recurrent						0.00
a	Specific to the Plan	7,708,307.00	170,958,307.00	187,308,307.00	205,293,307.00	225,076,807.00	796,345,035.00
b	Existing	2,783,000,000.00	3,061,300,000.00	3,367,430,000.00	3,704,173,000.00	4,074,590,300.00	16,990,493,300.00
	<b>Total</b>	<b>3,674,228,307.00</b>	<b>4,135,358,307.00</b>	<b>4,394,038,307.00</b>	<b>4,772,966,307.00</b>	<b>5,146,667,107.00</b>	<b>22,123,258,335.00</b>
	<b>Surplus / Deficit</b>	<b>-560,228,307.00</b>	<b>-567,358,307.00</b>	<b>-436,738,307.00</b>	<b>-389,566,307.00</b>	<b>-310,167,107.00</b>	<b>-2,264,058,335.00</b>

## **9.0 IMPLEMENTATION / MONITORING SYSTEM**

### **9.1 ASSESSMENT PARAMETERS**

A committee should be set by Academic Planning Unit to look at all the goals, which have been set and thereafter design the regular returns to be rendered for the purpose of monitoring.

### **9.2 COMMENCEMENT**

The commencement date of the 1<sup>st</sup> Strategic Plan of the University of Ilorin shall be OCTOBER 1<sup>st</sup> 2003.

It is code-named "NEW DAWN STRATEGIC PLAN".

## **10.0 REFERENCE MATERIALS**

- (1) University Master Plan**
- (2) University Staff and Student Statistics**
- (3) University Annual Budget**
- (4) Visitation Panel Report**
- (5) Self-Study Form for Accreditation**
- (6) Fund Allocation Trend in the last ten years**
- (7) University Audited Accounts**
- (8) National Rolling Plan (1996 – 1998)**
- (9) The Study of Nigerian Labour Market by National Manpower Board Phase I & II**
- (10) Tertiary Manpower Supply in Nigeria, 1987- 1993 by National Manpower Board**
- (11) Bridging Tertiary Institutions and Labour Market in Nigeria, Ed. Ebebe Ukpong, National Manpower Board**
- (12) University of Ilorin Academic Brief (2001/2002 to 2009/2010)**
- (13) University of Ilorin Calendar (1992 – 2002)**
- (14) Landmarks of Excellence**
- (15) State of University Education in Nigeria, Peter Okebukola, 2002**
- (16) Main Report: Committee on the Future of Higher Education in Nigeria, Volume I, June 1997.**
- (17) University Education Report: Committee on the Future of Higher Education in Nigeria, Volume 5, June 1997.**



# UNIVERSITY OF ILORIN

## ACCREDITATION STATUS OF ACADEMIC PROGRAMMES

### APPENDIX I

Faculty	Programme	Status			Score	Position	Deficiency
		FULL	INTERIM	DENIED			
<b>Agriculture</b>	B.Sc. Agric		Interim*		69.5	10th out of 26	A
<b>Arts</b>	History	Full*			81.4	5th out of 24	
	English		Interim*		75	3rd out of 24	A & B
	French		Interim*		73	8th out of 22	A & B
	Performing Arts		Interim*		76	4th out of 16	A & B
	Arabic	Full*			87.21	1st out of 8	
	Christian Studies	Full*			83.5	1st out of 3	
	Islamic Studies	Full*			83	2nd out of 7	
	Comp. Rel. Stud.						
	Linguistics		Interim*		75.5	3rd out of 14	A & B
	Yoruba		Interim*		75	2nd out of 7	B
<b>B.S.S</b>	Accounting	Full*			77.4	1st out of 23	
	Finance						
	Economics				58	7th out of 26	A
	Geography		Interim*		74	9th out of 24	C
	Sociology				55	20th out of 25	A & B
	Political Science		Interim*		71	5th out of 26	A & B
	Bus. Admin.	Full*			81.1	1st out of 20	

<b>Education</b>	Edu. Tech.	Full*		71	1st out of 3	A & B
(	Economics					
<b>Excluded</b> (	Geography					
(	Political Science					
	Biology )					
	Chemistry )	Interim*		68	4th out of 13	A & B
	Physics )					
	Mathematics )					
	History )					
	English )					
	French )	Interim*		66	6th out of 13	A & B
	Christian Studies )					
	Islamic Studies )					
	Comp. Rel. Stud. )					
	Yoruba )					
	Guidance & Couns.	Interim*		64	6th out of 10	B & C
	Physical Edu.	Interim*		71	3rd out of 5	B & C
	Health Edu.	Interim*		70	3rd out of 6	B & C
	Educational Management	Interim*		74.7	3rd out of 9	B & C
<b>Engr. &amp; Tech.</b>	Agric Engineering	Full*		72.4	1st out of 13	
	Civil Engineering	Interim*		64.2	11th out of 22	A
	Electrical Engineering	Interim*		63.2	5th out of 8	A
	Mechanical Engineering	Interim*		62.9	12th out of 24	B & C
<b>Health Sciences</b>	MBBS	Interim*		60	15th out of 19	C
	Anatomy	Interim*		71	2th out of 6	B & C

	Physiology		Interim*		84	2th out of 8	B
<b>Science</b>	Botany		Interim*		75	12th out of 21	A
	Geology		Interim*		64	10th out of 15	A & B
	Computer Science		Full		89	10 out of 15	B & C
	Mathematics		Interim*		74	8th out of 28	A
	Statistics		Interim*		63	8th out of 14	B & C
	Chemistry		Interim*		74	7th out of 20	A
	Industrial Chemistry		Interim*		74	2nd out of 7	A
	Physics		Interim*		81	4th out of 29	B
	Microbiology		Interim*		75	7th out of 22	A & B
	Biochemistry		Interim*		67	10th out of 21	A
	Zoology	Full*			75	5th out of 21	
<b>Law</b>	Common Law		Interim*		68.3	7th out of 25	C
	Combined Law						

**Key**

**A - Physical**

**B - Library**

**C - Staffing**

**Appendix II**

# ADMINISTRATIVE ORANOGRAM/ORGANISATIONAL STRUCTURE OF THE UNIVERSITY

