

UNIVERSITY OF ILORIN



STRATEGIC PLAN

2019-2023



ACKNOWLEDGEMENTS

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We are equally appreciative of other stakeholders in the education, industry, and the public services domain; the Visitor, Chancellor, Ministers of Education, National Universities Commission, our donors and the entire University community for providing an enabling environment for implementing the outgoing plan and ensuring that a robust workable succession plan was put in place.

The University is particularly thankful for the dogged and effective leadership of the Chairman of the Strategic Planning Review Community, Professor Raheem Adebayo Lawal, and his team for a successive production of the 4th Strategic Plan aptly entitled ***Beyond the Frontiers.***

1. INTRODUCTION

1.1 HISTORICAL BRIEF

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

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

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

The University commenced operations with an initial intake of 200 foundation students in October 1976, which has grown to 56,718 in the 2017/2018 academic session. The number of Faculties has increased from the initial three: Arts, Education and Science, to fifteen namely :Agriculture, Arts, Basic Medical Sciences, and Clinical Sciences; Communication and Information Sciences, Education, Engineering & Technology, Environmental Sciences, Law, Life Sciences, Management Sciences, Pharmaceutical Sciences, Physical Sciences, Social Sciences, and Veterinary Medicine.

The Postgraduate School of the University is vibrant and dynamic, offering Master and Ph.D. programmes in most of the Faculties. The School also runs numerous diplomas and professional programmes. The Centre for Peace and Strategic Studies had greatly complemented the efforts of the University at improving graduate studies. The outgoing plan witnessed tremendous development in research as new research centres such as Unilorin Renewable Energy Centre

(UREC), and Regional Centre of Expertise in Sustainable Development (RCE) were established. The University's joining of the Joint Universities Preliminary Examinations Board (JUPEB) during the plan period provided great opportunities for direct entry candidates.

1.2 BACKGROUND TO THE FOURTH STRATEGIC PLAN

The University has had three Strategic Plans since its inception. The University had witnessed phenomenal growth and development more than ever before the formulation of the first Strategic Plan in 2003.

The success story of infrastructural development and improved town and gown relationship experienced during the outgoing plan period motivated the current Vice-Chancellor, Professor Sulyman Age Abdulkareem, to set in motion the process of developing the 4th strategic plan for the University (2019-2023). Accordingly, a broad-based planning committee under the Chairmanship of Prof. Raheem Adebayo Lawal was inaugurated in July 2018. The Committee had, as its Terms of Reference, auditing the 2014-2018 plan with a view to identifying unfinished initiatives and map out strategies for a new plan. Realizing the enormous task of developing a successive plan, a number of specialised sub-committees, including Environmental Scanning, Cost and Financing, Internal Assessment, Core Values, among others, were constituted to produce a working paper for the development of the 4th Strategic Plan. The process involved several meetings, brainstorming sessions and finally, a 4-day retreat to review drafts generated, in line with the policies formulated and decisions reached at the Epe Council Strategic Plan Retreat held between 13th and 16th August, 2018. The outcome of the fore-going activities culminated in the production of the 4th Strategic Plan of the University for the period 2019 - 2023.

Table 0.1: Committee Time-Table

S/NO	WORK DONE	DATE	DURATION
1.	Review of 'Soaring On' Strategic Plan	July to August, 2018	1½ Months
2.	Council Retreat on the Formulation of Objectives and plan for writing of the 4 th Strategic Plan	13 th to 16 th August, 2018	4 Days
3.	Committee Retreat on the Drafting of the Strategic Plan	6 th to 9 th December, 2018	4 Days
4	Editing of the <i>Beyond the Frontiers</i> Strategic Plan	10 th to 14 th December, 2018	5 Days

Table 0.2: Members of Strategic Planning Review Committee

S/No	Name		Position
1.	Prof. R. A. Lawal	<i>Arts Education</i>	- <i>Chairman</i>
2.	Prof. O.A. Omotesho	- <i>DAP</i>	- <i>Member</i>
3.	Prof. A.O. Issa	- <i>University Librarian</i>	- <i>Member</i>
4.	Prof. M.O. Yusuf	- <i>Director, COMSIT</i>	- <i>Member</i>
5.	Prof. E.O. Odebunmi	- <i>Chemistry</i>	- <i>Member</i>
6.	Prof. A.O. Owolabi	- <i>Director, ODL</i>	- <i>Member</i>
7.	Prof. O.A. Mokuolu	- <i>Pediatrics Child Health</i>	- <i>Member</i>
8.	Prof. Ayodele Jimoh	<i>Economics</i>	- <i>Member</i>
9.	Prof. (Mrs.) O.B. Fawole	<i>Agronomy</i>	- <i>Member</i>
10.	Dr. L.A. Azeez	<i>Mass Communication</i>	- <i>Member</i>
11.	Dr. U. A. Raheem	<i>Chairman, ASUU</i>	- <i>Member</i>
12.	Mr. M.A. Alfanla	<i>Deputy Registrar (ASS)</i>	- <i>Member</i>
13.	Mr. Oba AbdulBarki	<i>Bursary</i>	- <i>Member</i>
14.	Mr. M.J. Akanbi	<i>Chairman, SSANU</i>	- <i>Member</i>
15.	Mr. S.H. Ibrahim	<i>Chairman, NASU</i>	- <i>Member</i>
16.	Mr. Femi Awolola	<i>Chairman, NAAT</i>	- <i>Member</i>
17.	Mr. Olabisi Adewara	<i>Deputy Director</i>	- <i>Member</i>
18.	Mrs. B.I. Giwa	<i>Chief Planning Officer</i>	- <i>Secretary</i>

Co-opted Members

Dr. R. A. Odunola	<i>Director, Health Services</i>
Prof. S.T. Babatunde	<i>Department of English</i>
Engr. A.M. Abisoye	<i>Director, Works Department</i>
Arch. (Dr.) B.O. Adams	<i>Director, Physical Planning Unit</i>
Mrs. R.A. Okojie	<i>Deputy Registrar (HRD)</i>
Mrs. B.O. Ishola	<i>Deputy Registrar (VCO)</i>
Mrs. E.O. Osagbemi	<i>Representative of the Registrar</i>
Mr. A.O. Oyewo	<i>Deputy Chief Security Officer</i>
Mr. K. Sanni	<i>Academic Support Services</i>
Mr. A.A. Owolabi	<i>Legal Unit</i>
Mr. J.O. Aiyedun	<i>Council Office</i>
Mr. E.O. Animasahun	<i>Student Union President</i>

Secretariat

Mr. G. A. Dauda	<i>Academic Planning Unit</i>
Mr. Dauda Ismaila	<i>Academic Planning Unit</i>
Mr. I.O. Ayinla	<i>Physical Planning Unit</i>
Mr. Olayinka Oseni	<i>SIWES</i>
Mr. Salah Muritala	<i>Academic Planning Unit</i>
Mr. Yanmife Ekunrrin	<i>Academic Planning Unit</i>
Mr. Isiaka Yinusa	<i>Academic Planning Unit</i>
Mr. Jimoh Sherif	<i>Academic Planning Unit</i>

2. VISION, MISSION, CORE VALUES AND GUIDING PRINCIPLES

VISION

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

MISSION

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

CORE VALUES

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

Excellence

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

Integrity and Transparency

High level ethical behaviour

Honesty and accountability

Empathy

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

Justice and Fair-play

- Treating all individuals with dignity and respect
- Entrenching justice and equity in all dealings

Innovation and Creativity

- Encouraging intellectual inquisitiveness
- Promoting life-long learning

Team work

- Encouraging collaboration in all operations of the University
- Promoting shared values

GUIDING PRINCIPLES

Excellence through Innovation and Collaboration

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

Accountability, Fairness and Justice

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

Accessibility, Efficiency and Quality Assurance

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

Environmental Sustainability

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

Financial and Resource Sustainability

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

Community-Driven Development

The University impacts on the local, national and international communities by undertaking research aimed at solving socially relevant problems.

Life and Property Security

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

3. ENVIRONMENTAL SCANNING AND INTERNAL ANALYSIS

In this chapter, the results of environmental scanning are outlined. The Chapter is concluded with a summary of Opportunities and Threats that are present in the environment in which the University operates.

3.1 ENVIRONMENTAL SCANNING

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

3.1.1 Political and Regulatory Environment

3.1.1.1 Centralisation of Administration

It is noticed that the university system is witnessing some developments that may shape the regulatory environment. There is clear evidence that the National Universities Commission (NUC) has expanded the scope of its supervision of universities. For instance, *Institutional Accreditation* that it introduced during the last plan period has come to stay. Also, the policy of subjecting the post-graduate programmes of universities to accreditation exercises which was commenced on a pilot scale at the commencement of the last plan period has become a permanent feature of its assessments of universities. Furthermore, it has implemented a number of resource-sharing arrangements among universities e.g. Virtual Library. Similarly, the Joint Admissions and Matriculation Board (JAMB) in addition to the requirement that those on remedial programmes in the universities seeking admission into any tertiary institution in Nigeria must formally register with JAMB and take its examinations, it has assumed the role of announcing the admission status of applicants even before the concerned universities do. Even the transfer of new students found not to be qualified for registration in courses for which they were originally given admission which were previously routinely done within the universities must now be processed and approved by JAMB. Initial challenges to these centralisation tendencies appear to have faded away.

The institutionalisation of Post-UTME Screening by individual universities was the first subtle challenge to the authority of JAMB. Post-UTME Screening creates some room for individual universities to exercise some degree of control in the admission of their students. Though there were initial efforts to get Post-UTME screening abolished, and it was indeed suspended for a period during the last plan period, it has since been re-introduced. It seems safe to conclude that it has come to stay.

Similarly, during the last planning period there were some calls for outright scrapping of JAMB, but it is now clear that the forces behind these calls are not powerful enough to threaten the existence of JAMB. Therefore, JAMB will most likely continue to exist during

the plan period. However, the increasing number and relevance of non-state (private and faith-based) providers of higher education will continue to provide sound basis and fuel for the challenge to the existence of JAMB in the long run and may weaken or dilute its regulatory and supervisory authority in admission matters within the medium term. The eventual outcome – though most unlikely within the current plan period - is likely going to enhance the space for university autonomy on admission matters.

3.1.1.2 Emergence of Private Universities and Increasing Popularity of NOUN

A major noticeable change in the regulatory environment of Nigerian Universities for some time now is the increasing share of the non-state universities in university education sub-sector. In 2008, there were 93 universities in Nigeria. Of these, Federal universities were 27 (29.0%), 32 (34.4%) were state owned while 34 (36.6 %) were private universities. As at August 2013, there were 129 universities in Nigeria comprising 40 federal universities (31%), 38 state government-owned universities (29.5%) and 51 (39.5%) private universities. As at October, 2018, there were 165 universities in Nigeria comprising 43 federal universities (26.1%), 47 state government-owned universities (28.5%) and 75 (45.5%) private/faith-based universities. Therefore, since 2013, the increase in private and faith-based universities have been significantly more than the increase in the number of federal universities and this trend would probably continue during the current plan period. This suggests that private universities would likely continue to be major drivers of change in the university environment during the plan period.

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

It is also noted that the programmes of NOUN as well as long-distance programmes of the University of Ibadan, University of Lagos, Obafemi Awolowo University, Ile-Ife, and Ladoke Akintola University, Ogbomosho are increasingly becoming popular among would-be students which may have implications for the patronage, pricing of tuition and other fees of the University of Ilorin.

3.1.1.3 Rule of Law, Transparency and Accountability

Another noticeable change in the Nigerian university environment is the emphasis put on the rule of law, transparency and accountability by the Federal Government especially through its anti-corruption programmes since 2015. This would have significant implications for the ways the university conducts its business during this plan period and beyond especially in the management of matters concerning staff and students. It will also have profound implications for the ways contracts are awarded as well as procurement procedures, the ways staff employment and admissions are done, etc.

Furthermore, it is noted that the Federal Government has introduced a Treasury Single Account (TSA) for all its ministries, departments and agencies and had made it mandatory that unspent Federal Government grants be returned to the treasury at the end of the fiscal year. It is to be noted that the University financial year does not coincide with that of the Federal Government. There is therefore the need to examine the challenges that these pose for compliance and in any event it calls for timely use of funds allocated to the University. Furthermore, the TSA system calls for more financial transparency, accountability and responsibility than the previous financial arrangement.

3.1.1.4 Industrial Relations

The University has enjoyed stability in its internal industrial relations over the last decade. In the scanning process, it was noted that the local Academic Union (local ASUU) has tenuous relations with the national union which worsened significantly during the last planning period. It is desirable for the university to prepare itself for the worst scenario (the crisis worsens) and best scenario (the crisis being amicably resolved through negotiations) of this crisis not to be caught unawares. It is possible that there may be some resolution at some point. If the resolution produces an integration of local ASUU with the national body, the ability of the University of Ilorin to avoid strikes called by the national body will be threatened or weakened yet this had been a major reason behind the stability of its academic calendar for some time now for which it has been known and envied.

3.1.1.5 Professional Bodies

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

3.1.1.6 Reforms

The consequences of pension reforms, monetisation of fringe benefits, National Health Insurance Scheme (NHIS) and education sector reform on the policy environment of the University are becoming more manifest and clear. As it concerns pension, there is a possibility of unbundling the Pension structure such that, like the Police Pension Scheme, a separate pension scheme for universities may evolve. Irrespective of the likely outcome in this arena, the contributory pension system is unlikely to change. Even then, a number of issues are noteworthy. These are inadequacy of employer's share of pension contribution, minimal pension take home, promptness in the settlement of entitlements of retirees, and lack of advice on credible pension fund administrators. Given that the subsequent conditions of retirees affect the corporate image of the University these issues require adequate attention of the University. It is noted that settlement of pension entitlements

under the contributory scheme, appears to be currently less prompt than when it started. On the issue of monetisation of fringe benefits, it seems that the universities may come under increasing pressure by the federal government that they pay some portion of these allowances including the earned allowances from their internally generated revenue.

The NHIS was expected to mitigate the challenges that emanate from health issues, but a number of issues have confounded the system. First, the referral arrangement are delayed and complicated. Second, the system that was designed to be just is essentially unjust because of the maximum age ceiling (18 years) for dependants. Also, a number of issues can be raised on the adequacy of its coverage especially for an institution with ageing workforce as well as with its referral procedures. In addition, coverage in terms of illness is limited. To mitigate the noted gaps in NHIS the University may have to put in additional resources to sustain staff welfare at desirable level.

3.1.1.7 Political Instability and Security Challenges

The political system is still unstable given the power struggles at various levels of government with clear evidence of lack of party discipline/cohesion and ideology in many of the political parties and the slow rate at which democracy is maturing. The current plan period will roll over an election year in 2019 that may further heat up the political system. This may pose a challenge for security and law and order. Furthermore, the spate of insecurity is assuming a different dimension with recorded terrorist attacks (e.g. by Boko Haram) on some university campuses and abduction of school girls as well as increasing waves of Kidnapping. There is also a worrisome high incidence of herdsmen attacks and killing of farmers as well as increasing cases of brutal bank robberies. Therefore, in addition to the traditional sources of security concerns (e.g., cultism, civil unrest, etc.), the rising potency of numerous violent groups has injected a vicious dimension into the security matrix.

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

3.1.2 Economic Environment

3.1.2.1 Global Economic Outlook

Available figures suggest that the growth of the global economy marginally slowed down in 2015 as world outputs grew at about 3.1% in 2015 against 3.3% in 2014. The USA economy – the pace-setter for others – sustained its growth trajectory in 2015 as its outputs grew at about 2.5% in 2015 against 2.4 % in 2014 (CBN, Annual Report, 2015: 1i). The US economy has sustained this recovery path till date therefore global prosperity is not unexpected during this plan period.

3.1.2.2 Macroeconomic Stability and Economic Prosperity

The Nigerian economy in 2016 went into a recession from its enviable growth-rate record since 2003 ranging between 10.4% and 6.0% between 2003 and 2011. Between 2012 and 2014 its growth rate ranged between 4.2% in 2012 and 6.2% in 2014. In 2015, it recorded a significant decline in its growth rate from 6.2% in 2014 to 2.8 % in 2015 before plunging into a recession in 2016 with a negative growth rate of -1.6%; it only came out of this recession in late 2017.

While it could be said that the impressive growth records of 2003-2011 were achieved at the expense of worsening inflationary conditions, between 2012 and 2016, poor growth statistics coexisted with high inflation rates. For instance, inflation rose from 10.3% in 2011 to 12.0% in 2012, fell to 8% in both 2013 and 2014 but rose again to 9.6% in 2015; in 2016 when there was a recession, the inflation rate was 18.5%.

When these are combined with the failure of many states of the Federation to pay full salaries of workers as at when due let alone employ new hands, it is not surprising that, poverty indicators and unemployment rate worsened in the corresponding periods. For instance, poverty incidence that was estimated to be about 71.5 per cent in 2011 rose to about 72.0 per cent in 2012 and would have worsened since then given the recession recorded in 2016. Similarly, unemployment statistics worsened from 23.9 per cent in 2011 to about 41.4 per cent in 2016 and would be worse than this in 2018 (see Table 3.1). Current situations are likely to be marginally better than the situations in 2016 as the stance of policy appears to be addressing the bad conditions.

Therefore, the overall economic outlook is that Nigeria would struggle to keep itself out of another economic recession and witness some marginal improvement in economic conditions that they will face during the current plan period.

Table 3.1: Selected Macroeconomic and Social Indicators

Indicators	2003	2005	2007	2009	2010	2011	2012	2013	2014	2015	2016
GDP Growth (%)	9.6	6.6	6.4	7	7.9	7.4	4.2	5.5	6.2	2.8	-1.6
Inflation Rate (%)	23.8	11.6	6.6	13.9	11.8	10.3	12.0	8	8	9.6	18.5
Balance of Payments (% of GDP)	-1.6	9.99	5.46	-7.74	-5.97	0.1	-0.2	-1.8	-1.7	-1.2	-0.1
External Reserves (US\$ billions)	7.47	28.28	51,333.15	42,382.49	32,339.25	32,639.78	43,830.40	42,847.30	34,241.50	28,284.80	26,990.60
Average Official Exchange Rate (N/\$)	129.4	132.15	125.83	148.9	149.74	153.85	157.5	157.31	158.55	193.28	253.49
Unemployment Rate (%)*			12.7	19.7	21.4	23.9	42.2	39.8	31.1	41.4	--
Incidence of Poverty	--	54.4	--	--	61.2	71.5	72.0	-	-	-	--

Sources: CBN Annual Report, 2006-2011, p.xxxix & CBN Annual Report, 2015, p.1i.

*Note: * Unemployment rates for 2012-2015 are figures in CBN (2015) harmonized with figures in CBN (2011)*

Also, the Nigerian balance of payments has been worsening for some years now. From an overall surplus of 9.63% of Gross Domestic Products (GDP) in 2006, it fell to a surplus of 5.46% of GDP in 2007 and to 0.81% of GDP in 2008. It recorded a deficit of 7.74% of GDP in 2008, deficit of 5.97% of GDP in 2009; deficit of 5.97% of GDP in 2010; in 2011 it hardly balanced its accounts with a surplus of 0.10% of GDP (see Table 3.1). This was correspondingly reflected in marked reduction in its level of external reserves.

Although the global economy is expected to sustain its current trend of moderate growth, world oil prices may witness a moderate fall because of increasing research and policy attention being paid to promoting renewable energy. The growing breakthroughs in alternative 'green' energy may generate decline in global demand for fossil fuel putting a downward pressure on the world price of oil.

Even if this does not happen and oil prices are relatively stable or witness a mild upward trend, the increasing state of insecurity in Nigeria may not encourage inflow of foreign investments into the country in general and the oil industry in particular. This is expected to have a negative effect on the capacity of Nigeria to explore, produce and export oil. Therefore, it is expected that a downward pressure would be exerted on the Nigerian oil revenues. Under the most favourable scenario, Nigeria may witness a mild growth in its oil revenue that is less than the growth in its population implying a fall in oil revenue per capita. Given the nation's heavy dependence on oil revenue, such a decline will have immediate effect on funding to universities. Beside these issues, the dynamics of federalism is expected to exert tremendous pressure on federally allocate-able resources which may have serious implications for funding to universities. Therefore, overall, the economic outlook is not bright.

3.1.2.3 Research Funding

Environmental scan reveals the existence of a variety of yet-to-be-tapped sources of research funding. These are in addition to existing traditional sources of research funding like the United Nations International Children Education Fund (UNICEF), United Nations Educational Scientific and Cultural Organization (UNESCO), World Bank, African Development Bank (AfDB) and other international development agencies. These external sources of funding for research are unlikely to witness dramatic change within the Plan period. Therefore, the office of DVC Research, Technology and Innovation, CREDIT as well as the offices of Research Managers are expected to open up access to information on funding opportunities across the world.

3.1.2.4 Energy, Utilities and Municipal Services

Energy will continue to be an issue during the current plan period and this is expected to have direct consequences on the activities of the University and its ability to realize its objectives. Despite its lack of popularity, full (or further partial) deregulation of petroleum prices is most likely during the current plan period resulting in increased prices for petroleum products; higher tariff regime for electricity is also to be expected as a fall out. At present, diesel sells at between N210 and N215 per litre and Premium Motor Spirit (petrol) goes for a regulated price of N145 per litre (see Table 3). It may not be unlikely that the

price of PMS would be further deregulated during this plan period. This is a significant issue because energy use and demand within the university would continue to grow in view of the growth in student enrolments and introduction of energy-consuming facilities in the university business. On the whole, these would raise the overall cost of administration. There is the need therefore to continue to search for cheaper and more reliable sources of power and properly manage energy utilisation.

With regard to roads, it is noted that the general bad state of the Nigerian road network is expected to continue to improve during the plan period. This will make air travel less attractive for staff on official engagements and reduce the cost of travels. Also, as states and federal governments' attention are focused on this, more help is expected from them for the maintenance of the intra-University roads which are ageing and require more attention than before.

In the same vein, because of the distance of the University from the town, transporting students and staff during the peak periods is a major challenge as well as for those having to work or study at times other than normal periods. Fortunately, the state government has recently supported the University with ten luxurious buses which will go a long way to ameliorate the difficulty.

Table 3.2: Prices of Petroleum Products

Year	PMS (Petrol) Kobo/Litre	DPK (Kerosene) Kobo/Litre	AGO (Diesel) Kobo/Litre
1999	2000	1700	1800
2000	2200	2400	2400
2001	2600	2400	2600
2002	2600	2400	2600
2003	4200	2400	2600
2004	4990	4800+	5200
2005	6500	6900	6200
2006	6500	7600	8000
2007	7000	5000	8000
2008	7000	5000	8000
2009	7000	5000	8000
2010	7000	5000	8000
2011	9700	12500	12000
2012	9700	12500	14000
2013	9700	12500	14000
2014	9700	12500	14000
2015	14500	12500	14000
2016	14500	12500	21500

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

3.1.2.5 Food Crisis

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

3.1.2.6 Financial Sector Reforms

The financial sector reforms that began in 2005 have continued to produce significant developments in the sector. Although the early phase of the bank consolidation were state-induced and were largely CBN-driven, the subsequent phases are likely to be market-

induced. World over, such reforms often affect the financial health and soundness of the domestic financial institutions making it more difficult to judge the internal health of the financial institutions from their outward appearance. This calls for care in the choice of banks that the university will be dealing with.

The movement along 'cashless' financial system that is driven by e-transaction which rapidly intensified during the last plan period is expected to witness an expanded scope during the current plan period. Centrally harmonized salary payment via the Integrated Personnel and Payroll Information System (IPPIIS) is yet to be implemented for all federal universities.

3.1.2.7 Procurement

The enactment of the Public Procurement Act of 2014 as a regulatory framework for the public sector will continue to influence the way the University conducts its business.

3.1.2.8 Unemployment

Available figures on unemployment reveal that in 2011, unemployment rate was about 23.9 per cent up from 21.4 per cent in 2010 (CBN, Annual Report, 2011; also see Table 3.1). Harmonizing the corresponding figures in CBN, Annual Report, 2015 with those in CBN, Annual Report, 2011, shows that unemployment conditions in Nigeria worsened since 2011. Specifically, it rose to 42.2 per cent in 2012, moderated between 2013 and 2015 to 41.4 per cent in 2015. Based on causal empiricism the figures for 2017 will most likely be higher than 41.1 per cent. This high level of unemployment in the Nigerian labour market will continue to challenge the economy and the university system. Employers of labour appear to be saying that some of the graduates of the universities or of our educational system in general lack the skills and knowledge demanded by them.

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

3.1.3 Social Environment

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

3.1.3.1 Social Vices

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

3.1.3.2 Health Issues

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

3.1.3.3 Rights Awareness

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

3.1.3.4 Public Image

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

Although there are current efforts to reverse the practices that led to the negative aspect of the image, it would probably take some time before their effects become manifest.

3.1.4 Technological Environment

3.1.4.1 Information and Communication Technology (ICT)

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

In line with these developments, investment in ICT infrastructure that ensures the deployment of fibre-optic cables across the campus, in addition to wireless facility, is desirable. A synergy of such cyber platforms would accelerate the desire of the University to go 'paperless' in all its activities thereby saving cost and protecting the environment.

3.1.5 Natural Environment

3.1.5.1 Environmental Degradation

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

3.1.5.2 Land Resources

It is noted that land constitutes a valuable component of production in all activities and more so for agriculture and related productive ventures. However, it is noted that the tendency for encroachment, illegal grazing by pastoralists and security threats are unlikely to decline in this plan period. It is also noticed that *taungya* farming system or a variant of it (in crop production along tree planting) presents an opportunity to wisely utilize the University vast land resources.

The University is blessed with massive land area and this presents immense opportunities for agriculture and other productive ventures. The University would be faced with the task of maximizing the potentials that abound in its expansive land area.

3.1.6 Summary of Opportunities and Threats

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

Table 3.3: Identified Opportunities

S/NO	OPPORTUNITIES	REMARKS
1.	Access to virtual library	Availability of vast resources for students and staff
2.	Institutionalisation/acceptance of Post UTME.	Opportunity for quality control in admission processes and internally generated revenue.
3.	Good labour market image for our graduates.	Stimulate students' interest to learning.
4.	Widening research funding opportunities.	Existence of research structures to avail staff of funding opportunities.
5.	Food crisis	Opportunity for research
6.	Availability of vast e-learning resources in the world internet space	More resources available
7.	Robust and improving ICT technology world over.	Facilitate general automation processes
8.	Wider opportunities for Collaborative activities in teaching and research	Internal structure (Research Manager, R&TI) is supportive of Collaborative opportunities for teaching and research
9.	Growing Use and expanding capability of social media	Wider virtual space for teaching and learning
10.	Environmental degradation, Global warming and clean environment	Research opportunities with National and International bodies
11.	Possibility of <i>Taungya</i> farming system	Opportunities to save cost of tree planting project

Table 3.4: Identified Threats

S/No	THREATS	REMARKS
1.	Postgraduate accreditation.	Some programmes may lose accreditation
2.	Establishment of private and state universities & Distance Learning Programmes of some universities.	Increased competition
3.	Rule of law, transparency and accountability	Desirable adherence to due process
4.	Tenuous relationship between the local chapter of ASUU and national ASUU	Increased focus on academic staff welfare
5.	Increasing number of professional bodies to deal with.	Consciousness of the existence of the bodies
6.	Monetisation of fringe benefits and the trends requiring the Institution to use part of it IGR to fund some of the earned allowances.	Intensification of IGR drive
7.	Political instability and security challenges.	Security consciousness
8.	Salary disparity between political office holders and other government workers.	Dealing with its demoralising effect
9.	Increasing incidence of poverty and economic stagnation.	Dealing with its demoralising effect
10	Increasing incidence of unemployment.	Reviewing and redesigning the curriculum to meet the labour market need and networking with the alumni body for job placement for the university graduates
11.	Decaying value system and associated social vices	Behavioural change campaign
12.	High likelihood of energy prices as a result deregulation of the energy set up.	Search for alternative energy and efficient energy consumption
13.	Bad road network and cost of travel.	Efficient management of travels
14.	Ageing intra university roads.	Empowering the Faculty of Engineering for road maintenance
15.	Metering water resources and increased tariff	Efficient use of water
16.	Transportation of students at peak periods	Increased on-campus hostel accommodation
17.	Threat from pastoralists and research farms and increasing incidences of stealing cattle en mass.	Improved security arrangement
18.	Less certainty about safety status of banks.	Prudent choice of banks
19.	Cashless financial system and fraudulent society	Higher risks of fraud identity theft, errors, litigation; Vigilance
20.	Public Procurement Act of 2014	Getting used to the culture of due process
21.	Higher unemployment rate	Employers comment includes lack of requisite skills (see 10 above)

S/No	THREATS	REMARKS
22.	Existence of entrepreneurial training models that are more practical oriented than the current model in the university	Sustain the current review and surpass the current leading models
23.	Ageing University staff with increased incidence of age related illnesses	Responsive healthcare system
25.	Pervasive patronage system	Increased rule-based system
26	Dwindling federal government revenues/world oil price, etc.	Increased IGR drive

3.2 INTERNAL ANALYSIS AND POSITION ASSESSMENT

3.2.1 Major Competitors

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

- i. Federal Conventional Universities.
- ii. Specialised Universities.
- iii. Research & Development Institutions / Units of Industry.
- iv. Internet as an alternative sources of information.
- v. Distance Learning Education (DLE) – Open University.
- vi. Dual mode universities
- vii. State Universities.
- viii.** Private Universities.

3.2.2 Position Analysis in the Tertiary Education Sector

3.2.2.1 Student Population

- (i) Total Population: The University came 3rd with a student population of 52, 497 (2016/2017) among the 40 analysed federal universities in the country as at 2017/2018 academic session the student population stands at 56, 718.
- (ii) Male - Female Ratio: The percentage of females in the total student population was 33.4% in the 2016/2017 academic session and 49% the 2017/2018 academic session. In an analysis of 40 universities, this put the University in the 8th position in female representation.
- (iii) Population of Undergraduate Students: The population of undergraduate students was 47, 404 in 2016/2017, which gives the University 3rd position in an analysis of student population in 40 universities.
- (iv) Population of Postgraduate Students: The University had a postgraduate student population of 5,093 in 2016/2017 academic session and was rated among the Universities with over 2000 postgraduate students. This gives the University the 17th position in an analysis of 40 universities. As at 017/2018 the postgraduate student population in the University declined slightly to 4,032.

- (v) Population of Sub-degree Students: The University had 3,927 students in the sub-degree programmes (2016/2017) and came 5th in the analysis of 13 universities which had over 2000 registered sub-degree students. It also came 5th in the overall analysis of 40 universities.

3.2.2.2 Academic Rating

Table 3.5: Programme Accreditation Status

S/N	Faculty / Programme	Status
	AGRICULTURE	
1	B. Agriculture	Full
2	B.Sc. Aquaculture & Fisheries	Awaiting Initial Accreditation Result
3	B.Sc. Forestry & Wildlife Management	Full
4	B.Sc. Home Economics	Full
5	B. Sc. Food Science	Full
	ARTS	
6	B.A. Arabic	Full
7	B.A. English	Full
8	B.A. French	Full
9	B.A. History & International Studies	Full
10	B.A. Linguistics	Full
11	B.A. Yoruba	Full
12	B.A. Performing Arts	Full
13	B.A. Christian Studies	Full
14	B.A. Comparative Religious Studies	Full
15	B.A. Islamic Studies	Full
	BASIC MEDICAL SCIENCES	
16	B.Sc. Anatomy	Full
17	B.Sc. Physiology	Full
	CLINICAL SCIENCES	
18	MB;BS	Full
19	B.Sc. Nursing Science	Full
	COMMUNICATION & INFORMATION SCIENCES	
20	B.Sc. Computer Science	Full
21	B.Sc. Information &	Full

S/N	Faculty / Programme	Status
	Communication Science	
22	B.Sc. Library & Information Science	Full
23	B.Sc. Mass Communication	Full
24	B.Sc. Telecommunication Science	Full
	EDUCATION	
25	B.A. Ed. Adult Education	Awaiting Initial Accreditation Result
26	B.A. Ed. Primary Education Studies	Full
27	B.A. Ed. Arabic	Full
28	B.A. Ed. Christian Studies	Full
29	B.A. Ed. English	Full
30	B.A. Ed. French	Full
31	B.A. Ed. History	Full
32	B.A. Ed. Islamic Studies	Full
33	B.A. Ed. Yoruba	Full
34	B.Ed. Counsellor Education	Full
35	B.Ed. Educational Management	Full
36	B.Ed. Business Education	Full
37	B.Sc. Ed. Computer Science Education	Awaiting Initial Accreditation Result
38	B.Sc. Ed. Educational Technology	Full
39	B.Sc. Ed. Technology Education	Awaiting Initial Accreditation Result
40	B.Sc. Ed. Health Education	Full
41	B.Sc. Ed. Human Kinetics Education	Full
42	B.Sc. Ed. Agriculture	Full
43	B.Sc. Ed. Biology	Full
44	B.Sc. Ed. Chemistry	Full
45	B.Sc. Ed. Mathematics	Full
46	B.Sc. Ed. Physics	Full
47	B.Sc. Ed. Economics	Full
48	B.Sc. Ed. Geography	Full
49	B.A. Ed./B.Sc. Ed. Social Studies	Full
	ENGINEERING & TECHNOLOGY	
50	B.Eng. Agricultural & Biosystems Engineering	Full
51	B.Eng. Biomedical Engineering	Awaiting Initial Accreditation Result
52	B.Eng. Chemical Engineering	Full
53	B.Eng. Civil Engineering	Full
54	B.Eng. Computer Engineering	Awaiting Initial Accreditation Result
55	B.Eng. Electrical & Electronic	Full

S/N	Faculty / Programme	Status
	Engineering	
56	B.Eng. Food Engineering	Awaiting Initial Accreditation Result
57	B.Eng. Metallurgical Engineering	Interim
58	B.Eng. Mechanical Engineering	Full
59	B.Eng. Water Resources & Environmental Engineering	Full
	ENVIRONMENTAL SCIENCES	
60	B.Sc. Architecture	Interim
61	B.Sc. Estate Management	Awaiting Initial Accreditation Result
62	B.Sc. Quantity Surveying	Full
63	B.Sc. Surveying & Geo-Informatics	Interim
64	B.Sc. Urban & Regional Planning	Full
	LAW	
65	LL.B. Combined Law	Full
66	LL.B. Law	Full
	LIFE SCIENCES	
67	B.Sc. Biochemistry	Full
68	B.Sc. Microbiology	Full
69	Optometry and Vision Science	Awaiting Initial Accreditation Result
70	B.Sc. Plant Biology	Full
71	B.Sc. Zoology	Full
	MANAGEMENT SCIENCES	
72	B.Sc. Accounting	Full
73	B.Sc. Business Administration	Full
74	B.Sc. Finance	Full
75	B.Sc. Industrial Relations and Personnel Management	Awaiting Initial Accreditation Result
76	B.Sc. Marketing	Awaiting Initial Accreditation Result
77	B.Sc. Public Administration	Awaiting Initial Accreditation Result
	PHYSICAL SCIENCES	
78	B.Sc. Chemistry	Full
79	B.Sc. Geology & Mineral Sciences	Full
80	B.Sc. Applied Geophysics	Awaiting Initial Accreditation Result
81	B.Sc. Industrial Chemistry	Full
82	B.Sc. Mathematics	Full
83	B.Sc. Physics	Full
84	B.Sc. Statistics	Full
	PHARMACEUTICAL SCIENCES	
85	B. Pharmacy	Full
	SOCIAL SCIENCES	

S/N	Faculty / Programme	Status
86	B.Sc. Criminology & Security Studies	Awaiting Initial Accreditation Result
87	B.Sc. Economics	Full
88	B.Sc. Geography & Environmental Management	Full
89	B.Sc. Political Science	Full
90	B.Sc. Psychology	Rescheduled Accreditation
91	B.Sc. Social Work	Rescheduled Accreditation
92	B.Sc. Sociology	Full
	VETERINARY MEDICINE	
93	DVM	Full

3.2.2.3 Staff

1. Total Number of Staff

The total population of academic and non-teaching staff in the University was 4,376 as at the 2017/2018 session.

2. Academic Staff

The University had academic staff strength of 1506 comprising 301 (20%) Professors/Readers, 267 (18%) Senior Lecturers, 581 (54.61%) Lecturers I and below.

3. Non-Teaching Staff

(i) Senior Administrative Cadre

The University had a senior administrative staff strength of 228 as at 2017/2018 out of which 13 (5.7%) were on CONTISS 14-15, 17 (7.5%) on CONTISS 12-13, 56 (24.6%) on CONTISS 09-11 and 142 (62.3%) on CONTISS 06-08.

(ii) Senior Technical Staff

The total number of senior technical staff in the University was 582 as at 2017/2018 session, representing 13.29% of the total staff strength.

(iii) Junior Staff

The total population of junior staff in the University was 1,177 as at 2017/2018, that is, 26.9% of the total staff strength.

4. **Gender Representation**

The University continues to be gender-sensitive in staff recruitment. Of the 4,376 University staff, 2,892 (66%) are male while 1,484 (33.9%) are female. There are 1,126 (74.8%) male and 380 (25.5%) female academic staff in the University. The 2,870 non-teaching staff consists 1,766 (61.5%) males and 1,104 (39.5%) females.

3.2.3 Fiscal Matters

Internally Generated fund

The University generated an internal income of N3,363,708,165.76 in 2017 and was one of the topmost universities in internally generated fund. On the average the federal government funding was higher than the internally generated revenue.

Table 3.6: The Federal Government Funding and Internally Generated Revenue from 2014 – 2018

YEAR	FEDERAL GOVERNMENT FUNDING	% OF FEDERAL GOVERNMENT FUNDING OVER TOTAL INCOME	INTERNALLY GENERATED REVENUE	% OF INTERNALLY GENERATED REVENUE INCOME	TOTAL INCOME
2014	7,244,169,808.62	76%	2,331,994,027.38	24%	9,576,163,836.00
2015	7,713,149,268.28	74%	2,651,950,874.21	26%	10,365,100,142.49
2016	7,688,114,300.42	74%	2,688,273,348.01	26%	10,376,387,648.43
2017	7,182,615,223.11	68%	3,363,708,165.76	32%	10,546,323,388.87
*2018	7,713,544,051.70	73%	2,904,483,739.10	27%	10,618,027,790.80

*January to August, 2018

3.2.4 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. Considering the increasing student population more students' hostel accommodation and equipment for teaching and research are required. The University is average in respect of infrastructure.

3.2.5 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.

3.2.6 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) Student population explosion without a corresponding expansion of infrastructure.

(b) Favourable

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

3.2.7 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 management
- ii. Information Communication Technology (ICT)
- iii. High quality of human resources
- iv. Good leadership and clear direction
- v. Efficient Management of Resources
- vi. Aggressive Internal Fund generation drive
- vii. Appropriate and dynamic course content.

3.2.8 Summary of Strengths and Weaknesses

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

3.2.8.1 Identified Strengths

1. Central location of the University in Nigeria and the 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. Cordial town and Gown relationship.
7. Large expanse of land available to the university with a lot of natural resources yet untapped.
8. COBES, the Unique Programme of the Faculty of Health Sciences, which has attracted the attention of WHO that has been further encouraged by other Community Based disciplines.
9. Culture of prompt completion of physical projects.
10. Good quality and output of our Postgraduate Programmes.
11. Chief Executives with foresight and dynamic leadership styles.
12. Effective use of Committee system to enhance quality of decision-making.
13. Focus on prudent management of scarce resources and commitment to speedy development of physical structures by the University Council.
14. Well-placed Alumni.
15. The University has full accreditation in 78 (83.9%) programmes while 15 (16.1%) programmes are awaiting accreditation results as at December 2018.

3.2.8.2 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. Resistant to change by some staff.
7. Non-implementation of policies and decisions. For example, many Senate A&PC and Development Committee decisions are not implemented in time to make change felt.
8. Unnecessary bottlenecks in the Bursary.
9. Lack of adequate funding for Research Activities and purchase of up to date equipment.
10. Poor communication facilities.
11. 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 equipment for industries.
12. Transportation.

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

Table 3.7: Summary of Strengths & Weaknesses

S/N	IDENTIFIED STRENGTHS	PROVISION OF ENHANCEMENT
	Central location of the University in Nigeria Gateway between the North and South-Western Nigeria Served by core modes of transport namely road, rail and air.	Provision of robust travel advisory service for enhanced patronage
	Location within a rapidly growing city	The location of some strategic Government parastatals (e.g. ARMTI, MINILS, NCAM etc) in Ilorin with mandates that would facilitate the work of the University will continue to be of advantage in the area of research.
	Conducive environment for learning because of its distance from the city centre	Provide good transport system for ease of movement between the city and the University.
	Availability of dedicated and qualitative staff, both academic and	The University will continue to invest in the development of the existing staff so as to maintain and enhance quality

S/N	IDENTIFIED STRENGTHS	PROVISION OF ENHANCEMENT
	non-teaching. Over 75% of academic staff have Ph.D. degree	and standards. It will also ensure competitiveness in its recruitment exercise
	Town and Gown relationship has been very cordial	The Gown will continue to be more active in community services so as to improve on the existing cordial relationship
	Large expanse of land available to the University with a lot of untapped natural resources for potential investment which will be of future benefit to the University.	Utilization of the undeveloped landmass for private sector led agricultural activities.
	Community-Based Experience Service (COBES), the unique programme of the College of Health Sciences which has attracted the attention of the World Health Organisation (WHO) has been extended to other disciplines.	Adequate logistics will be provided for sustainability, improvement and expansion.
	The culture of prompt completion of physical projects	Rational allocation of resources based on scale of preference will continue to be adopted.
	Effective Postgraduate programmes in terms of quality and output when compared with other Universities	Dismantling of all encumbrances to timely and quality completion of programmes.
	Management team with foresight and dynamic leadership styles	Management shall be guided by the core value of the University.
	The use of Committee system, which enhances the quality of decision making	This will continue to be maintained and encouraged. Colleges, Faculties, Departments and Units will be made to conform with the Committee System. Also other Committees shall continue to be selected based on value-addition and expertise.
	Prudent management of scarce resources	This will continue to be maintained and encouraged at all levels of the University administration
	Cordial relationship with the Alumni	The University shall create a data base to track alumni for optimal cooperation and advancement of the University goals.
	Cordial relationship with the Staff and Student Unions	The University will continue to maintain the use of dialogue and mutual understanding principles.
	The University has full accreditation in 78 out of its 93 academic programmes	The University will continue to provide the necessary facilities and faculty to ensure sustainability of full accreditation for all programmes.
	A wide range of academic programmes at both undergraduate and postgraduate levels in response to societal needs.	Curricula shall be updated to meet societal and industry expectations.
	Existence of academic and research support centres to enhance cutting edge research	These centres will be fully equipped with the necessary human and material resources to fulfill their set objectives; and enhance academic standard.
	Potential to generate funds internally empowers the University to achieve more of its objectives	The University will continue to explore the full potentials of existing sources through revenue ring-fencing for improved performance and open more sources of internally generated funds.

S/N	IDENTIFIED STRENGTHS	PROVISION OF ENHANCEMENT
	Online registration and payments of all fees	The University will ensure that payment is seamless and user friendly.
	Robust ICT facilities	The University will maintain the existing ICT infrastructures and deplore ICT facilities to all classrooms
	High Institutional ranking by both relevant National and International bodies	The visibility of the University will be enhanced through increased automation of processes; course ware development and uploading; promoting of research and publication in high quality world class outlets.
	Financial transparency	The University will sustain its financial transparency through the auditing system as well as publication of its weekly financial digest
	Availability of effective communication systems.	The University will sustain and improve the existing communication systems

	IDENTIFIED WEAKNESSES	MITIGATION FACTORS
	Inadequate human capacity development schemes	Internal and external human capacity development opportunities will be used optimally in a transparent, competitive and needs-driven manner.
	Poor motivation and reward system	Prompt recognition of good performance and regular promotion of deserving staff. The working environment will be improved upon through the provision of necessary facilities.
	Sectional allegiance such as(strong religious and ethnic affinities	The university shall vigorously pursue the merit system in recruitment of staff and admission process with national guidelines. Also seminars and lectures on unity among relevant stakeholder shall be encouraged.
	Poor municipal services	Improved transportation, power, road network and water supply to the Campus, e.g. involvement of commercial transporters, central standby power supply and efficient management of the new water treatment plant; etc
	Inadequate funding for research / modern equipment	Setting aside reasonable percentage of internally generated revenue for research purposes yearly Collaborative research shall be encouraged; and proposal implementation and dissemination of findings to be monitored Encouragement of staff to source for external research grants; etc.
	Inadequate hotel accommodation	Encouragement of Alumni, Corporate and high net- worth individuals to provide more hostels. Provision of more hostels by the University as well as private sector involvement through Build, Own, Operate, and Transfer (BOOT).
	Inadequate library space, books and journal	Increasing the percentage of funding to the Library Subscription to more journals, e-books, e-journal and collaboration with more virtual libraries Encouraging staff and students to use virtual library resources Encouraging active participation of Alumni corporate bodies and individuals in the provision of library books and journals More aggressive book acquisition efforts (home-based, national and international) Ensuring adequate management and security measures for Library materials Encourage Faculty library as well as expanding the central sitting capacity of the main library

4. PLANNING ASSUMPTIONS

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

- Peaceful political environment in which the University can function effectively.
- Continued stability in academic calendar through sustained industrial harmony in the system.
- Enabling government policies.
- Macro-economic stability and economic prosperity for proper funding of teaching, research and other University activities.
- Absence of disruptive public health issues and natural disasters.
- Applying the rule of law and transparency in all University transactions.
- Full accreditation of all academic programmes by NUC and relevant professional regulatory bodies.
- Availability of regular supply of energy to drive University functions and activities.
- Adequate and functional municipal services.
- Subscription of staff and students to socially acceptable behaviour.
- Functional ICT backbone to drive all University functions and activities.
- That the University land is protected against encroachment, illegal felling of trees, quarrying and grazing.
- A serene, peaceful and clean environment conducive for academic pursuit at all times.

5. GOALS AND OBJECTIVES

5.1 GOALS

During the planning period the following goals shall be pursued:

- Goal 1: Encourage advancement of knowledge
- Goal 2: Deploy appropriate and adequate ICT facilities in core university functions
- Goal 3: Promote Probity, Equity and other core values
- Goal 4: Produce Globally Competitive graduates
- Goal 5: Foster internationalization, partnerships & linkages
- Goal 6: Achieve efficient and effective Human Resource Management
- Goal 7: Increase Revenue Generation
- Goal 8: Contribute to Environmental sustainability
- Goal 9: Scale-up availability and maintenance of infrastructural facilities in the University
- Goal 10: Enhance welfare services for staff and students
- Goal 11: Ensure a safe and secure University Community
- Goal 12: Contribute to the prevention and control of the HIV/AIDS & other Public Health Issues
- Goal 13: Promote Global Best Practices and Good Governance

5.2 OBJECTIVES

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

5.2.1 Goal 1: Encourage the Advancement of Knowledge

1. To improve teaching and learning
2. To Improve examination system in the University
3. Increase access to education through Open and Distance Learning
4. To improve students' exposure to global trends
5. To streamline and raise the standard of admission process
6. To improve the research output of the university

5.2.2 Goal 2: Deploy Appropriate and Adequate ICT Facilities in Core University Functions

1. To develop and implement systematic process for need assessment of information and communication technology architecture, standards, and support
2. To develop and implement University-wide ICT architecture and standards to optimize efficiency, effectiveness and support
3. To expand ICT access to Staff and Students within the University community
4. To use ICT to improve the learning environment
5. To support discipline-specific ICT need for Research

6. To facilitate technological partnership with the educational community, businesses and other organizations
7. To use ICT to automate library services
8. To digitise medical record of Unilorin Health services
9. To use ICT to support teaching and learning processes for students and staff with disabilities
10. To provide effective administrative systems that leverage on ICT
11. To expand access to institutional data as appropriate

5.2.3 Goal 3: Promote Probity, Equity and other Core Values

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

5.2.4 Goal 4: Produce High World Class Graduates

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

5.2.5 Goal 5: Foster Internationalization, Partnership and Linkages

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

5.2.6 Goal 6: Achieve Effective and Efficient Human Resource Management

1. To ensure that appointments are competitively made
2. To ensure that all new staff are taken through an orientation programme within two months of assumption of duties

3. To ensure that all junior academic staff are formally mentored by their senior colleagues
4. To ensure that all cadres of non-academic staff are trained from time to time on the demands of their duties and schedules
5. To upgrade and increase staff office accommodation.
6. To ensure that staff promotions continue to be merit-based
7. To ensure adequate remuneration for ad-hoc and special services provided by staff
8. To ensure proper disciplinary procedures
9. To ensure regular training and re-training of staff

5.2.7 Goal 7: Increase Revenue Generation

1. To improve the existing endowment drive of the University to attain at least N10b end of the Plan Period
2. To constantly involve Alumni participation in University activities and to attract funds of at least N250m annually
3. To encourage parents and other public-spirited individuals to donate generously to the University
4. To canvas for more meaningful state government presence to the University to the tune of at least N500m at the end of Plan Period
5. To enhance the capacity of University Resource Development and Management Board (URDMB) in order to change orientation to generate minimum of N5b over the Plan Period
6. To encourage staff to attract Funds/Projects/Grants/Equipment to the University to the tune of N1b over the Plan Period
7. To review the current Public Private Partnership (PPP) arrangements to accommodate other forms of concessions
8. To manage efficiently and effectively all the part-time, sandwich degree and sub-degree and professional and to pursue the introduction of Distant Learning Programmes in order to generate more revenues to the tune of N2b annually
9. To continuously monitor all revenue generating activities, efficiently control the overall cost of operation of the University and adhere to the matching concept of accounting in the management of funds
10. To encourage the academics to come up with research proposal that will attract funding from different agencies and to encourage research collaboration and exchange with foreign universities

5.2.8 Goal 8: Contribute to Environmental Sustainability

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

5.2.9 Goal 9: Scale-up Availability and Maintenance of Infrastructural Facilities in the University

1. To ensure maintenance of the existing facilities
2. To generate and sustain energy for the use of the University
3. To ensure constant water supply on the campus by treating 4000 m³ per day
4. To maintain the existing roads and provide new access roads
5. To improve the transportation system in the University
6. To digitize the Master Plan of the University
7. To upgrade the Central Research Laboratory
8. To upgrade existing laboratory and establish new ones
9. To provide a well-equipped library in each faculty
10. To construct new buildings

5.2.10 Goal 10: Enhance Welfare Services for Students and Staff

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

5.2.11 Goal 11: Ensure a Safe and Secure University Community and Stakeholders' Participation

1. To ensure an effective and efficient campus security system
2. To ensure prompt response to all distress calls
3. To extend street light for illumination of other strategic locations in the University.
4. To ensure identification of culprits of all crimes in the University community
5. To involve stakeholders in the security activities of the university
6. To enhance fire safety measures in the University
7. To increase awareness on the dangers of cultism and other social vices among staff and students
8. To prevent expelled students from loitering on the campus

5.2.12 Goal 12: Contribute to the Prevention and Control of Communicable and Non-Communicable Diseases

1. To ensure that all members of the University community are aware of HIV/AIDS, Hepatitis, hypertension, diabetes and other public health issues
2. To ensure that the University funds research on all activities relating to Communicable diseases and other public health issues

3. To sustain partnership with at least five Local / National / International agencies on the prevention and control of diseases of public health importance
4. To ensure early detection of communicable and non-communicable diseases (Hypertension, Diabetes, Hepatitis, Cancers, etc.) among university community members
5. To strengthen occupational health services, targeting university staff

5.2.13 Goal 13: Promote Global Best Practices and Good Governance

1. To ensure the compliance of the university with the policies on service delivery
2. To promote community service
3. To promote innovation advocacy in the dissemination of research findings
4. To reactivate the approved policy for emeritus professor
5. To develop objective criteria for appointing emeritus professor
6. To appoint at least one (1) emeritus professor in each of the older faculties
7. To establish an ad-hoc committee for writing statements of defence claims, on case-by-case basis on litigations involving the university
8. To encourage familiarization with basic governance instruments (e.g. University Acts, Academic Brief, Master Plan, Strategic Plan, etc) among members of the University Management and Administration
9. To promote the emergence of Centres of Excellence

6. STRATEGIC DEVELOPMENT

6.1 STRATEGIES

The strategies in the current Strategic Plan 2019-2023 have been developed to achieve the goals listed in Chapter 5. The strategies are listed under 11 major broad headings, namely, human resources, ICT infrastructure, other infrastructure and facilities (learning environment, laboratories and research environment, office spaces, hostels, etc.), selection of students and their management, learning and research processes, management/organizational structure, reward and value system and implementation arrangement. The Chapter is concluded with the logical framework marrying each goal with corresponding, objectives, strategies, activities, actors, budget, deliverables/outcomes and timeline.

6.1.1 Human Resource Strategy

1. Ensuring that appointments are competitively made
2. Scheduling general orientation and computer orientation for all new staff within one month
3. Providing adequate office accommodation for staff
4. Rewarding excellence through application of global standards on promotion and remunerations
5. Instituting proper disciplinary procedures and ensuring fairness in the dispensation of justice
6. Ensuring regular training and re-training of staff
7. Training and re-training of operators and managers of research related Units, capacity building for researchers and establishing new frontiers for cutting-edge research
8. Promoting an engendering environment and Motivating staff to conduct award-winning research at National/International levels during the plan period.
9. Empowering and motivating staff and faculties to produce globally-rated journals
10. Reflecting government policy on Federal Character in staff recruitment
11. Sustaining current welfare packages for all staff while noting the special needs of physically challenged staff
12. Ensuring adequate health care for all staff
13. Sustaining the prompt payment of salaries, allowances and benefits of staff
14. Putting in place University Welfare Policy for staff
15. Providing welfare packages for the physically challenged staff
16. Improving transportation system in the University
17. Providing adequate counselling services for staff
18. Providing a conducive and secure environment for international staff
19. Putting in place a functional committee on appointment of emeritus professors; charge the Committee to develop criteria for appointing emeritus professors and implement.

6.1.2 ICT Infrastructure and Strategy

6.1.2.1 *Infrastructure and facilities*

1. Implementing a University wide ICT infrastructure to provide state-of-the-art and cost-effective ICT potentials
2. Upgrading the Network Operating Centre to a data centre
3. Expanding the current fibre optic network.
4. Using leading-edge technology to provide reliable and high speed internet access for University staff, students, and other stakeholders.
5. Providing reliable wireless internet cloud
6. Continuing to equip and systematically upgrade appropriate campus locations (lecture theatres, classrooms, conference rooms, board rooms, laboratories) with necessary hardware and software for instructional delivery.
7. Creating working team to monitor and upgrade ICT architecture and standards on regular basis.
8. Enabling enhancement of research technique and collaboration through improvement of infrastructure.
9. Establishing and maintain high performance computing (HPC) laboratories across faculties in the University.
10. Providing uninterrupted power supply for effective use of ICT

6.1.2.2 *Software and Applications*

1. Providing opportunities and support for the creative use of information and communication technology to improve learning
2. Establishing an ICT based instructional development centre for direct support of lecturers and other staff.
3. Evaluating the functionality of existing administrative systems and upgrade/replace as necessary.
4. Providing training for administrative applications.
5. Expediting the implementation of an integrated student information system – Enterprise platform
6. Implementing staff integrated information system – Enterprise platform
7. Providing expanded reporting tools and report dissemination methods.
8. Implementing electronic document management system for institutional distribution of documents.
9. Upgrading and computerising library archiving system.
10. Providing computerised services for library users.
11. Providing essential access to electronic versions of books and journals, and digital instructional multimedia.
12. Ensuring ICT-related subscriptions are up to date

6.1.2.3 *Management, Training and Financing*

1. Establishing an ICT Audit Unit
2. Developing standard operating procedure to optimize the use of site licensing for software acquisition.
3. Providing support services that are easy to use and readily responsive to user needs.
4. Establishing and conducting a user-forum for leveraging and maximising ICT support on campus.

5. Providing online form for user feedback that is directed at the higher level of the COMSIT Directorate.
6. Providing opportunities for staff training and certification to develop knowledge, skills, and abilities related to e-learning and learning management system.
7. Providing specifically-trained personnel to support high-end applications for University community.
8. Developing appropriate partnership with commercial ICT vendor for proprietary products.
9. Evaluating the potentials of Unilorin to serve as resource to external organization and institutions and leverage such potentials.
10. Evaluating ICT needs of students with disabilities.
11. Providing assistive ICT facilities and infrastructure for students with disabilities.
12. Providing necessary software for the needs of students with disabilities.
13. Evaluating priority of users for central ICT investment.
14. Providing a breakdown of ongoing operational expenditure and a descriptive and prioritised list of new ICT investment.
15. Ensuring adequate funding of ICT to ensure high priority ICT services are resilient, robust and reliable.
16. Developing voluntary purchasing mechanism for staff and students to make purchases from a set of companies within an overall framework, and can be shared with other institutions.
17. Developing proposals for potential donors for acquisition of hardware and development of ICT projects.
18. Running ICT-related workshops, short programmes, and training.
19. Providing consultancy ICT services.
20. Engaging in joint ventures with software development organizations.
21. Dedicating a certain percentage of IGR into institutional ICT development.

6.1.3 Other Infrastructure and Facilities

1. Enhancing policies that will encourage provision of more accommodation for students
2. Ensuring adequate maintenance and upgrading of existing infrastructure and ensuring their real-time functionality
3. Ensuring sustenance of the existing facilities
4. Providing multiple sources of energy for the use of the University
5. Ensuring constant water supply on the campus by treating 4000 m³ per day through improved capacity of the University Dam and minimizing wastage
6. Upgrading telecommunication services
7. Maintaining existing and providing new access roads
8. Improving the transportation system in the University
9. Digitizing the Master Plan of the University
10. Upgrading the Central Research Laboratory
11. Upgrading and establishing new Laboratories in all Departments
12. Upgrading the Equipment Maintenance Centre (EMC)
13. Providing a well-equipped library for each faculty

6.1.4 Strategy for Selection of Students and Management

1. Sustaining and improving on the high admission standards
2. Reflecting government policy in students' admissions
3. Eradicating cultism and other forms of anti-social behaviour
4. Stemming all forms of examination malpractice
5. Sustaining current welfare packages for all students while noting the special needs of the physically challenged students and providing additional hostel accommodation spaces for students to enhance welfare services for them.
6. Ensuring adequate health care for all students
7. Putting in place University Welfare Policy for students
8. Providing welfare packages for the physically challenged students
9. Providing additional hostel accommodation spaces for students
10. Improving transportation system in the University
11. Ensuring that staff serve as mentors/advisers to the students
12. Providing adequate counselling services for students
13. Completing automation of students' registration and payments
14. Encouraging participation in the work-study programme
15. Sustaining the work-study programme

6.1.5 Learning, Curriculum Development and Processes

1. Increasing access to education by actualising the take-off of the Open and Distance Learning (ODL) programme
2. Creating opportunities for cross-cultural academic exchange by staff and students
3. Modernizing and increasing the capacity of the Library
4. Restructuring of academic programmes to respond to global trends
5. Developing instructional materials such as books, manuals, training modules and e-resources to enhance student learning
6. Creating new University-Industry linkages
7. Promoting exchange programmes with other institutions
8. Sustaining and improving existing linkages
9. Increasing the number of staff and students exchange programmes
10. Assisting students with industrial training placements and Community Based Experience and Services (COBES)
11. Promoting research and development activities with institutions and organisations
12. Sustaining the sourcing of external examiners from foreign universities
13. Complying with the established carrying capacity of the University to enhance quality of learning
14. Producing well-rounded graduates
15. Sustaining computer appreciation courses and introducing discipline-based application
16. Monitoring the rating of graduates of the University by employers and graduate school
17. Sustaining tutorials

18. Ensuring that the University curricula meet global standards
19. Enhancing quality assurance in teaching and learning
20. Deploying appropriate technology to track Unilorin graduates
21. Restructuring the curricular to improve the potentials of students for employability
22. Establishing framework for clearly mapping-out sustainable channel for university-industry relations within each faculty and academic Institute /Centre.
23. Developing policy document on mentorship and implementing it after necessary approval by Council.
24. Building and equipping more ICT-compliant laboratory/lecture theatres
25. Strengthening student-centred community-based and problem-solving curricula to enable students develop skills that are more relevant to their communities
26. Reviewing the Malete declaration on postgraduate programmes
27. Developing Open and Distance Learning (ODL) programme with a view to obtaining NUC approval for it

6.1.6 Management /Organisational Structure

1. Restructuring Academic Planning Unit (APU) to include two additional Sections, i.e. the Monitoring and Evaluation Section and the Planning Section, each to be headed by a Deputy Director.
2. Restructuring the Human Resources Unit into Academic and Non-Academic Sections.
3. Restructuring the Academic Support Services Unit to comprise the Senate Section and the Examinations and Records Section.
4. Developing policy document that mandates the setting up of Ad-hoc Committee for writing of Statements of Defence or Statements of Claims on case by case basis for every court case in which the University is a party as well as mandate the Ad-hoc Committee to brief the Vice-Chancellor and obtain his approval of any statement of defence/claim for filing
5. Developing document on policy and procedures for ADR in line with relevant Arbitration laws.
6. Disseminating widely the basic instruments of the University e.g. University Act, University Statutes, Academic Brief, Master Plan and Strategic Plan – by putting them on the University website
7. Re-activating Faculty Open Days

6.1.7 Reward and Value systems

1. Producing and disseminating document containing the Vision, Mission and Core Values of the University and displaying them at strategic locations on the campuses
2. Promoting awareness of the rights and obligations of all students and staff
3. Ensuring adherence to rules and regulations of the University
4. Attending promptly to reported cases of injustice and misconduct

5. Ensuring equity in the dispensation of welfare and developmental opportunities
6. Promoting freedom of expression
7. Taking proactive steps to stem possible threat to peace
8. Instituting policies that promote the core values of the University
9. Ensuring that University awards are given to persons who promote the University's core values and sustaining equity and justice in the University award processes
10. Rewarding excellence: e.g. University Scholars; automatic employment for best graduates/first-class graduates, etc.
11. Creating a platform for identifying applicants with disabilities
12. Sustaining and improving support for students and staff with disabilities
13. Developing appropriate motivation and rewarding strategies to enhance community services
14. Developing criteria for identifying Centres of Excellence based on Students and Staff performance at Departmental, Faculty, National, and International Level and reward excellence:
 - i) Producing a Centre of Excellence identification document.
 - ii) Setting up a Centre of Excellence committee.
 - iii) Applying the criteria diligently and conscientiously.
 - iv) Encouraging centres of Excellence with research funds, equipment and recognition, etc.

6.1.8 Financing and Sustainability

1. Commercialising University research outputs through the product-to-industry initiative
2. Assisting Unilorin Alumni with job placement
3. Searching and disseminating information on job opportunities
4. Developing an attractive message that appeals to potential volunteers for participation in volunteer services
5. Optimizing the roles of the alumni and other stake-holders in attracting good will to the University, energizing structure and procedures for the sourcing of grants and operating several ventures that are revenue yielding.
6. Improving the existing endowment drive of the University
7. Improving the Alumni participation in University funding
8. Enhancing the capacity of University Resource Development and Management Board (URDMB) to generate a minimum of N10b over the Plan Period
9. Encouraging University staff to attract Funds/Projects/Grants/Equipment to the University to the tune of N1b per annum
10. Managing efficiently and effectively all the part-time, sandwich degree and sub-degree programmes to generate more revenues to the tune of N2b annually
11. Giving incentives to managers of IGR Centres; undertaking regular and close monitoring of staff; conducting monthly auditing; and undertaking up-skilling of personnel
12. Identifying ventures with high Rate of Returns (RoR) on Investment; establishing strategic business relationships and management structure
13. Attracting developers to construct more hostels to accommodate at least 20,000 students
14. Establishing a Sustainability Revolving Fund

15. Sustaining existing initiatives on the greening of the campus, the principles of the 3-Rs of Reduce-Recycle-Reuse will be an important undergird for enhancing environmental sustainability.
16. Developing a Green Team Programme
17. Upgrading the environmental management policy
18. Beautifying the environment through landscaping, creating parking lots renovation of activities spaces
19. Maintaining a hygienic environment through use of state-of-the-art equipment and techniques to promote environmental health
20. Promoting awareness in the University on environmental-friendly practices
21. Developing policy document and processes for advocacy for innovation-based research funding including research fair

6.1.9 Security

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

6.1.10 Other Systemic Strategies

1. Conducting regular health awareness campaigns and funding research on major health issues, upgrading facilities for early detection of diseases and partnering with national/international agencies.
2. Ensuring that all members of the University community are aware of HIV/AIDS and other public health issues
3. Funding research on major public health communicable and non-communicable diseases such as HIV/AIDs, Ebola, Malaria, SCD and Hypertension
4. Partnering with National / International agencies on the prevention and control of HIV/AIDs and other public health issues
5. Ensuring early detection of communicable and non-communicable diseases (Hypertension, Diabetes, Hepatitis, Cancers, etc.) among university community members
6. Strengthening occupational health services, targeting university staff
7. Ensuring that the curriculum content, practices and processes of the university are in conformity with global-best practices
8. Creating Unilorin Scholars' Platform on Unilorin website to showcase the human resources within the University.
9. Inviting renowned scholars in different areas of core competency of staff in each discipline and linking up with Alumni who are doing exceptionally well elsewhere
10. Conducting annual research fairs to bring innovation closer to stakeholders

Increasing awareness and capacity of the SERVICOM Unit by publicising the policies on service delivery among staff and students, and strengthening the capacity of the SERVICOM Unit.

6.1.11 Implementation Strategy

1. Establishing Strategic Plan Implementation Committee
2. Developing a format for mandatory returns and prescribing time for rendition of returns
3. Assigning responsibilities for determination of prudential ratios/thresholds for analysing returns and for sending alerts when threshold is reached or exceeded
4. Putting in place arrangements to disseminate the plan and for continually consultation/engagement with stakeholders

6.2 LOGICAL FRAMEWORK FOR THE GOALS, OBJECTIVES AND STRATEGIES

The major strategies of this plan as previously presented are now mapped into the goals and objectives of the plan in the logical framework that follows.

Table 6.1: Logical Framework for the Goals, Objectives and Strategies

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
GOALS:1 ENCOURAGE ADVANCEMENT OF KNOWLEDGE							
1	To improve teaching and learning	1. Increase the number of classrooms and lecture theatres equipped with modern technologies	Build six ultra-modern lecture theatres with communication technologies of various capacities (Four number- 1,000, one number -2,500 and one number – 5,000 seat capacities)	VC & Physical Planning Unit, Faculties, Departments, Units	3 billion	Six ultra-modern lecture theatres	2019 - 2023
		2. Improve access of students and staff to academic resources through the library	i. Upgrade of the library in terms of extension of the physical structure, acquisition of current books and journals ii. Increase subscription to functional databases	VC & University Librarian, Faculties, Departments, Units	500 million	i. Refurbished and extended Library structure ii. Upgrade of virtual Library iii. New books and journals iv. Improved operation of the Library in general	2019 - 2023
		3. Improve the provision of instructional materials for lectures and	Production and procurement of instructional materials	VC, DVC (Acad. & RTI), Faculties, Departments, Units	500 million	Number of produced and acquired instructional materials	

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		practicals					
		4. Improve exposure of students to practical, real life experiences	i. Collaboration between the Faculties, Departments and other relevant Units ii. Improvement of students' placement and supervision for SIWES, COBES, practicals	VC, DVC (Acad. & RTI), Faculties, Departments, Units	500 million	Increased hands-on, practical and participation in real life settings and feedback from employers	
2.	To improve examination system in the University	1. Training of lecturers for improved proficiency in the writing of test items 2. Training of academic and non-academic staff on test administration procedures	i. Test Item Writing Workshops for academic staff ii. Workshops on test administration	VC, DVC (Acad.), CREDIT & Academic Support Unit VC, DVC (Acad.), CREDIT & Academic Support Unit	10 million	i. Observable improvements in the standard of exam questions from not less than 90% of teaching staff ii. Improvement in test administration – scoring, recording and feedback	2019-2023
3.	Increase access to education through Open and Distance Learning	1. Securing take-off of degree programmes through Centre for Open and Distance Learning (CODL)	i. Provide, furnish and equip the CODL office ii. Development of Courseware iii. Recruit staff for the Centre iv. Resource validation and approval by NUC	Council, VC, CODL	500 million	Increased access to education through ODL	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			v. Advertisement and admission of students				
		2. Establishing a quality assessment system	Establishment of a Quality Assessment Office under the Academic Planning Unit	DVC & APU, Academic Support Unit	500,000.00	New Quality Assessment Office	2019 - 2023
4	To improve students' exposure to global trends	1. Activate the University's MOUs with reputable institutions in order to take advantage of various fellowship and exchange programmes in the MoUs	Strengthening the Centre for International Education	VC & CIE	500,000.00	Rejuvenated CIE	2019-2023
		2. Restructuring of academic programmes and development of new viable ones in line with global trends	Coordinating the restructuring of existing and/or development of new viable academic programmes	VC, APU, Faculties	10 million	Restructured and new viable academic programmes	2019-2023
5	To streamline and raise the standard of admission process	Retraining of staff of the admission office	Workshops and training	VC, CREDIT, & Admission Unit	2.5 million	Seamless admission process	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
6	To improve the research output of the university	1. Improving the involvement of academic staff in sponsored research	i. Intensification of access to grants information and encouragement of competitive bidding ii. Inviting and coordinating entries for competitive research among academic staff	VC, DVC (RTI), CREDIT, Faculties, Departments & Units	2.5 million	At least one award/grant-winning research per Faculty at national and international levels each year	2019-2023
		2. Repositioning of Laboratories, Workshops, Resource Rooms for research	Procurement of equipment for Laboratories, Workshops, Resource Rooms	VC, CREDIT	15 million		2019-2023
		3. Improving journal publications	i. Make Centre-Point Journal international ii. Annually have at least three Faculty journals globally recognised iii. Commercialise university research outputs				2019 - 2023
GOAL 2: DEPLOY APPROPRIATE AND ADEQUATE ICT FACILITIES IN CORE UNIVERSITY FUNCTIONS							
1.	Develop and implement systematic process for need assessment of information and communication technology architecture,	1. Map existing infrastructure and identify inequities among units, sub-unit, and develop short and long range plan.	i. Develop assessment and evaluation instrument on ICT infrastructure ii. Develop short and long range plan for ICT infrastructural development	COMSIT COMSIT, University Management	250,000.00	Revised ICT Policy	Oct. 2018 to Dec. 2018

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
	standards, and support						
		2. Survey academic and non-academic staff and students to determine their information and communication technology needs.	i. Develop assessment and evaluation instrument on staff and students' ICT needs ii. Develop curriculum for staff and students' ICT needs.	COMSIT	250,000.00	Survey Report	Oct. 2018 to April 2019
		3. Assess, recommend, and implement a University wide infrastructure to further provide opportunities for University to leverage on ICT potentials	Based on 1 and 2 strategies above develop a working plan for development of ICT infrastructure	COMSIT, PPU, University Management	150 million	Improved infrastructure and services	Oct. 2018 to Sept. 2019
		4. Provide Improved Power Supply for effective use of ICT.	Provision of alternative energy sources with focus on green energy.	PPU, Works Department, University Management	1.5 billion	Improved power supply	Oct. 2018 to April 2019

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		5. Establish an ICT Audit Unit	Employment and Deployment of Qualified ICT personnel for quality control of ICT transactions	COMSIT, University Management	10 million	Establishment of an ICT Audit Unit	Dec. 2018 to April 2019
2.	Develop and implement University-wide ICT architecture and standards to optimize efficiency, effectiveness and support	1. Create working team to monitor and upgrade ICT architecture and standards on regular basis.	Establishment of ICT Policy Enforcement Team	COMSIT Board	200,000.00	Policy Enforcement Team established	June 2019 to Oct. 2019
		2. Develop standard operating procedure to optimize the use of site licensing for software acquisition.	Based on the reviewed ICT Policy, implement site licensing software acquisition	COMSIT	100 million	On-site licensing software (Portal, Web, Network)	Feb. 2019 to Jan. 2020
		3. Upgrade the Network Operating Centre (NOC) to a Data Centre	i. Extension of the NOC building ii. Upgrade infrastructure in the NOC building iii. Develop Standard Operating Procedures for new Data Centre.	COMSIT, PPU, Works Department, University Management	120 million	Extension of NOC Building and provision of needed facilities	Jan. 2019 to Dec. 2020

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		4. Expand the current fibre optic network.	i. Lay fibre optic cables to cover the built-up parts of the University which are yet to be on the fibre optic network. ii. Full networking of the academic and administrative buildings and the linkage of the Main Campus and other campuses of the University.	COMSIT, PPU, University Management COMSIT, PPU, University Management.	150 million	Expansion of fibre optic network	May 2019 to Sept. 2023 Oct. 2018 to Sept. 2023
3.	Expand ICT access to Staff and Students within the University community	1. Use leading-edge technology to provide reliable and high speed internet access for University staff, students, and other stakeholders.	Upgrading of University internet bandwidth to Gbps range	COMSIT, University Management	120 million	Expansion of ICT access	Oct. 2018 to Dec. 2019 - 2023
		2. Provide reliable wireless internet cloud.	Deploy wireless infrastructure for on-campus roaming for staff, students and authorized guests	COMSIT	500,000.00	Wireless access	Oct. 2018 to Sept. 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
4.	Use ICT to improve the learning environment	1. Provide opportunities and support for the creative use of information and communication technology to improve learning.	i. Encourage blended teaching where ICT supplements traditional instruction. ii. Provide necessary tools, hardware, and software for course development. iii. Lecturers to be encouraged to produce courseware	University Management, Faculties University Management, CODL, Faculties, Educational Technology Centre	400 million 200 million	i. Dedicated servers for Learning Management System Smart-Boards, presentation equipment and software, etc ii. Courseware for at least 5 academic programmes	Oct. 2018 to Sept. 2023 Oct. 2018 to Sept. 2023 Oct. 2018 to Sept. 2023
		2. Establish an ICT based Instructional Development Centre for direct support of lecturers and other staff ICT project.	Establishment of ICT based instructional development centre	Educational Technology Centre, University Management.	750,000.00	ii. Establishment of Instructional Development Centre and Smart Classroom in the IBS area	Oct. 2018 to Sept. 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		3. Provide opportunities for staff training and certification related to e-learning and Learning Management System.	Organization of workshops on ICT based instructional material development.	CREDIT, COMSIT, Faculties	20 million	Training workshop and certification	Oct. 2018 to Sept. 2023
5.	Support discipline-specific ICT need for Research	1. Enable enhancement of research technique and collaboration through improvement of ICT infrastructure .	i. Survey of existing ICT research infrastructure across the University ii. Development of ICT research infrastructure	COMSIT, Faculties	50 million	Supply of relevant ICT equipment and software	Oct. 2018 to Sept. 2023 Oct. 2018 to Sept. 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		2. Establish and maintain high performance computing (HPC) laboratories across faculties in the University.	i. Establish HPC laboratory in the central research laboratory ii. Establish other HPC laboratories in relevant departments and units in the University	University Management, Central Research Lab. University Management, Relevant Faculties			Oct. 2018 to April 2019 Oct. 2018 to April 2019
		3. Provide specifically-trained personnel to support high-end applications for University community.	Train core ICT professionals to support ICT application in research.	University Management, COMSIT, Relevant Faculties	25 million	Provision of trained personnel	Oct. 2018 to Sept. 2023
6.	Facilitate technological partnership with the educational community, businesses and other organizations	1. Develop appropriate partnership with commercial ICT vendor for proprietary products.	i. Identification of appropriate ICT vendors for partnership. ii. Establishing framework with identified vendors using necessary MOU	University Management, COMSIT, Relevant Faculties, Departments & other Units University Management, Legal Unit		i. Appropriate partnership ii. Relevant MOU	Oct. 2018 to Sept. 2023 Oct. 2018 to Sept. 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		2. Evaluate the potentials of Unilorin to serve as resource to external organizations and institutions and leverage such potentials.	Identify potential areas the University personnel can serve as resources for other institutions	COMSIT, Relevant Faculties & Units		iii. Institutional affiliations	Oct. 2018 to Sept. 2023
7.	Use ICT to automate library services	1. Upgrade Computerization of library archiving system.	i. Upgrade the computerization of the library activities ii. Optimize the use of the e-library	COMSIT, University Library, University Management University Library	50 million	Increased digitisation of services	Oct. 2018 to Sept. 2023 Oct. 2018 to Sept. 2023
		2. Provide computerized services for library users.	i. Provide needed training for library staff on ICT integration in Library ii. Develop Library Management System	COMSIT, University Library COMSIT, University Library		Improved computerised services	Oct. 2018 to Sept. 2023 Oct. 2018 to Sept. 2019

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		3. Provide access to electronic books and journals, and digital instructional multimedia.	Acquisition of new e-books, journals, and digital learning materials.	University Library, University Management.		Increased data base subscription	Oct. 2018 to Sept. 2023
8.	To digitise medical record of Unilorin Health services	Computerization of medical records.	Ensure digital storage, retrieval and utilization of medical records.	COMSIT, Unilorin Health Services, University Management	5 million	i. Development and implementation of Health Services software ii. Deployment of hardware iii. Training of staff	April 2019 to June 2019
9.	Use ICT to support teaching and learning processes for students and staff with disabilities	1. Evaluate ICT needs of students and staff with disabilities	i. Survey the number and categories of students and staff with disabilities. ii. Develop assessment and evaluation instrument on ICT infrastructural, hardware, software needs of students and staff with	COMSIT, Centre for Supportive Services for the Deaf, University Management COMSIT, Centre for Supportive Services for the Deaf,		i. Survey reports ii. Special needs identified	Jan. 2019 to March 2019 April 2019 to June

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			disabilities.	University Management	10 million		2019
		2. Provide assistive ICT facilities and infrastructure for students and staff with disabilities.	Implement the provision of assistive ICT facilities and infrastructure for students and staff with disabilities	COMSIT, Centre for Supportive Services for the Deaf, University Management		Assistive ICT facilities and infrastructure	June 2019 to Dec. 2019
		3. Provide necessary software for the needs of students and staff with disabilities.	i. Train staff assisting the students with disabilities on the use of assistive ICT. ii. Implement the provision of assistive ICT software for students with disability.	COMSIT, Centre for Supportive Services for the Deaf, University Management		Appropriate software	June 2019 to Dec. 2019
10.	Provide effective administrative systems that leverage on ICT	1. Evaluate the functionality of existing administrative systems and upgrade/replace as necessary.	i. Survey existing application of ICT in information management. ii. Upgrade/replace existing systems	COMSIT, Registry, APU COMSIT, Registry, University Management	50,000 10 million	Evaluation Report	Oct. 2018 to Dec. 2018 Oct. 2018 to April 2019
		2. Provide training for administrative applications.	i. Organizing trainings and workshops on ICT for administrative purposes.	COMSIT, CREDIT, Registry, University Management	5 million	i. Relevant workshops	Oct. 2018 to Sept. 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
11.	Expand access to institutional data	1. Provide expanded reporting tools and report dissemination methods.	i. Implement e-feedback for student performance ii. Implement digital provision of academic transcript and confirmation of results for the backlog of students.	COMSIT, Academic Office, APU, University Management COMSIT, Academic Office, University Management		e-feedback ii. Digital Academic transcript	Oct. 2018 to April 2019 Oct. 2018 to April 2019
		2. Provide electronic document management system for institutional distribution of documents.	Implement electronic document management system for institutional distribution of documents (minutes of meetings, senate proceedings, circulars, bulletins, pay-slip, etc.).	COMSIT, University Management.	1 million	iii. Increased electronic documentation	Oct. 2018 to Sept. 2019
GOAL 3: PROMOTE PROBITY, PROFESSIONALISM, EQUITY AND CORE VALUES							
1.	To ensure awareness of the Vision, Mission and Core Values of the University	1. To produce the University Vision, Mission and Core Values document	i. Prepare the document ii. Circulate the document to all staff and students iii. Carry out yearly orientation for students and staff	VC, Registrar, Corporate Affairs, Bursary, SERVICOM Registrar, SAU,	7 million	Awareness of University Vision, Mission and Core Values by staff and students	Jan. 2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
				SERVICOM			
		<p>2. Displaying the Vision, Mission statements and core values of the University at strategic locations on the campuses</p> <p>3. Operating all University financial transactions in a transparent manner</p> <p>4. Openness of administration activities and the stakeholder's unhindered access to information about such activities</p>	<p>i. Prepare the statements for display;</p> <p>ii. Produce flex banners and other signage at strategic locations on the campus for display;</p> <p>iii. Install outdoor viewing screens to scroll vision, mission, core values and other pieces of information</p>	<p>VC, Corporate Affairs, COMSIT</p> <p>VC, Corporate Affairs</p>	50 million	<p>i. Frequency of placement of vision, mission and core values on media</p> <p>ii. Number of locations of outdoor screens, banners and other signage on which vision, mission and core values are displayed</p> <p>iii. Number of orientation programmes students and staff</p>	Jan. 2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
2.	To entrench the principles of equity, fairness and justice	1. Equity, fairness and justice as principles for decisions and actions	i. Promoting awareness of the rights and obligations of all staff and students ii. Review the University's Rules and Regulations and Conditions of Service, Service Charter iii. Review the Students' Handbook iv. Circulate to all staff and students	Council, Senate, Registry, Legal Unit, SERVICOM, Staff Unions Registry, Legal Unit, SAU, SU Registry, SAU, SERVICOM		i. Availability of reviewed Rules and Regulations and Conditions of Service to every staff ii. Availability of reviewed Students' Handbooks to every student	2019-2023
		2. Ensuring adherence to rules and regulations of the University	Apply rewards and sanctions appropriately	Council, VC, Registry, SAU, SERVICOM		i. Number of violations of University Rules and Regulations ii. Number of rewards for conformity of the R&R iii. Number of sanctions for violation of the R&R	2019-2023
		3. Attending promptly to observations, reported cases of injustice and misconduct	i. Provide a clear procedure for laying complaints ii. Ensure regular meetings of designated disciplinary bodies	Council, VC, Registry, Legal Unit, SERVICOM Council, VC, Registry, ACTU VC, Corporate		i. Number of observations, complaints, reported cases of injustice ii. Number of meetings of designated disciplinary bodies	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			iii. Publish the outcome of investigations of misconduct or injustice	Affairs, Registry, SAU, COMSIT		iii. Number of published outcomes of investigations of misconduct or injustice	
		4. Ensuring equity in the dispensation of welfare and developmental opportunities	Provide equal chances for welfare and accessing developmental opportunities	VC, APU, CREDIT, Registry, SAU, SERVICOM		Information from staff and students on equity experienced in specified developmental opportunities (survey)	2019-2023
		5. Promoting freedom of expression	i. Eliminate obstacles to laying complaints ii. Provide channels for feedback from staff and students	VC, SAU, SERVICOM, Corporate Affairs Registry, SAU		i. Awareness of staff and students on avenues for lodging their complaints ii. Information on outcomes of investigations of complaints and injustice in university media	2019-2023
3.	To ensure that staff recruitment and students' admission reflect Federal Character	Reflecting FGN guidelines in staff recruitment and students' admission	Select staff and students in accordance with Federal Government guidelines	Council, VC, Registry, UAO		Distribution of newly recruited staff showing extent of conformity to FGN guidelines published yearly	2019-2023
4.	To uphold the Federal Government's policy on employment and admission of the physically challenged	Creating platforms for identifying applicants with disabilities	i. disability status on application forms ii. Confirm disability status during pre-admission screening and staff	VC, Registry, UAO VC, UAO		Distribution of newly recruited physically challenged staff and admitted students showing extent of conformity to FGN	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			selection interview iii. Ensure affirmative action for people with disabilities during selection process	VC, UAO, Registry		guidelines published yearly	
5.	To sustain and improve on the support facilities for the physically challenged	Maintaining and improving support facilities for the physically challenged	i. Enlarge the goals and objectives of the Centre for Supportive Services for the Deaf to embrace other people with disability ii. Sustaining and improving support for staff and students with disabilities iii. Expand the special disability assessment and counselling unit iv. Maintain and improve access to all university facilities v. Make all university facilities user-friendly for people with special needs	VC, PPU, Counselling Unit, SAU VC, PPU, Works & Maintenance, CSSD	10 million	i. Expanded Centre for Supportive Services for People with Disabilities support facilities for students and staff with disabilities Centre for Support Services for people with disabilities ii. Number of user-friendly university facilities to people with disabilities as a proportion of the total	2019-2023
6.	To ensure that awards are given to persons who promote the University's core values.	Awards for promoting the University's core values	i. Sustaining equity and justice in the award processes and document acts of integrity by University stakeholders ii. Request nominees from Departments, Units iii. Institute awards for	VC, Registry, Faculties, Units VC, Registrar, SERVICOM VC, ACTU	2 million	Number of persons winning Awards for exhibiting core values of the University by their categories (through due selection processes)	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			different categories of stakeholders iv. Resuscitate the reward system for staff with long (at least 20 years) and sustain meritorious service award	VC, Registry, ACTU, SERVICOM			
GOAL 4: PRODUCE GLOBALLY-COMPETITIVE GRADUATES							
1.	To sustain and improve on global competitiveness of the graduates of University of Ilorin	1. Employability of University of Ilorin graduates	i. Sustaining and improving on the high admission standards ii. Uphold excellence in admission benchmarks iii. Uphold the Post-UTME screening by e-assessment	Senate, UAO, Faculties Senate, UAO, COMSIT	50 million	i. Improving cut off scores for admission of candidates into all programmes ii. Use of staff-students' ratio as guide for staff recruitment	2019-2023
		2. Complying with the established carrying capacity of the University to enhance quality of learning	i. Maintain NUC staff-students' ratio as prescribed for all academic programmes ii. Recruit quality lecturers especially ones with Ph.D. iii. Recruit competent non-teaching staff	VC, Senate, Registrar, APU	500, 000	i. Number of newly recruited lecturers with Ph. D. ii. Skills based standards for recruitment of non-teaching staff	2019-2023
		3. Producing well-rounded graduates	i. Emphasise the cognitive, effective and hands-on training and learning in all programmes ii. Sustain the involvement	APU, Faculties APU,	25 million	i. Improved mean scores in degree examinations ii. Number of suggestions and	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			of students in critical decision-making processes iii. Promote leadership training courses through mentorship, training and workshop	Faculties, SAU APU, SAU, CREDIT		inputs made by students during decision making iii. Number of leadership workshops and mentorship programmes	
		4. Monitoring the rating of graduates of the University by employers and graduate school	Obtain records of employers or graduate schools on prescribed template	ASS, Faculties, Alumni Office. PG School		Employers' rating of Unilorin graduates	2019-2023
2.	To reduce deviant behaviours among students	1. Instituting policies that promote the core values of the University	i. Conduct orientation on code of Ethics for a minimum of one week ii. Enforce the Code of Ethics as it affects students	SAU, SERVICOM, ACTU, IRC SAU, SERVICOM, ACTU, IRC	15 million	Number of deviant cases recorded among students	2019-2023
		2. Eradicating cultism and other forms of anti-social behaviours	i. Sustain and improve on the guidance and counselling services ii. Mount educative electronic billboards to promote good character at strategic locations on the campuses iii. Sustain enforcement of rules and sanctions against	VC, SAU, UCHDC, Council, VC, Corporate Affairs, Council, VC, Legal Unit, Registry, SAU, Corporate	5 million 50 million 10 million	i. Number of cases exposed to counselling/year ii. Number of students sanctioned for anti-social behaviours per year iii. Number of reported sanctions and media used	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			all forms of anti-social behaviour including cultism iv. Publicise sanctions against decided cases v. Encourage and promote activities such as work-study, sports, debate, drama, etc.	Affairs, COMSIT SAU/SU/Philanthropists/Quiz and Debate Club	100 million	iv. Number of students engaged in constructive activities like work-study, debate, drama, sports, community service etc	
3.	To promote excellence in learning	1. Rewarding excellence	i. Sustain and improve University Scholarship scheme ii. Sustain prize awards at convocation	ASS/Bursary, Philanthropists VC, Senate, ASS, Bursary, Philanthropists		i. Number of students on scholarship by both external agencies and the university ii. Number of Prizes awarded during the convocation	2019 - 2023
		2. Sustaining tutorials	Engage graduate students as Tutorial Assistants	Senate, APU, Faculties	10 million	i. Number of postgraduate students employed as Tutorial Assistants ii. Number of hours of tutorials held per semester/session iii. Amount approved and released for tutorials	
		3. Stemming all forms of examination	i. Promote awareness of the rules and regulations governing examinations ii. Sustain strict monitoring,	Senate, APU, Faculties, ASS, SAU, Corporate	1 billion	i. Number of cases of examination malpractice ii. Ratio of students to	2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		malpractice	invigilation, and supervision iii. Introduce electronic surveillance devices	Affairs, Alumni Senate , APU, Faculties, ASS, SERVICOM VC, COMSIT		invigilators and supervisors during examinations iii. Number of Examination Halls provided with electronic surveillance devices	
		4. Promoting exchange programmes with other institutions	i. Establish in each Department at least one linkage over the plan period ii. Make budgetary provisions for visiting international scholars to a minimum of 5% of faculty	Senate, VC, Faculties, Units, CIE Senate, VC, CIE, APU	75 million	i. Number of Departments with newly established linkage ii. Amount provided for visiting scholars, proportion	2019 - 2023
		5. Ensuring that the University curricula meet global standards	Appraise the curricula for restructuring	Senate, APU, Faculties, ASS		Curricular appraisal and review approved per year	2019 - 2023
		6. Enhancing quality assurance in teaching and learning	i. Monitor delivery of lectures ii. Sustain administration and analysis of students' assessment of lecturers and feedback iii. Demand and ensure implementation of External Examiners' reports iv. Sustain the grading of students' scripts within four weeks of conclusion of the	VC, APU Senate, Faculties, Departments Senate, VC, COMSIT, CBT, Faculties, Students	2 million	i. Number of lecture hours not held as a proportion of total number of lecture hours ii. Compliance of lectures to course outline and curriculum iii. Number of departments having final year questions moderated and results	2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			examinations v. Review e-assessment vi. Sustain notification of students' results to parents, guardian at the end of every academic session	Senate, ASS, COMSIT, Corporate Affairs		processed with evidence of External Examiners' reports iv. Number of courses failing to meet the deadline on grading of students' scripts v. Number of feedback obtained from parents after receiving results	
4.	To ensure that all Alumni are captured in the University database	Deploying appropriate technology to track Unilorin graduates	i. Call for enrolment and support in Newspaper adverts, Unilorin FM Radio and University website ii. Sustain wide publicity of University activities for the attention of Alumni	VC, COMSIT, Advancement Office, Corporate Affairs VC, Advancement Office, Alumni Association	25 million 10 million	Proportion of alumni whose details are in the Alumni Database	2019 - 2023
5.	To improve employability of University graduates	1. Creating more hours for students' practical exposure at TEC	Expand Technical and Entrepreneurial Centre (TEC) for greater acquisition of skills for self-employment	Council, VC, Senate, Bursary, Faculties, COMSIT, TEC	1.25 billion	i. Number of employed graduates as a proportion of total graduates in tracer records from Alumni Database ii. Proportion of self-employed graduates	2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		2. Restructuring the curricular to improve the potentials of students for employability	Provide appropriate laboratories and workshops for hands-on training	Council, Senate, VC, Faculties, APU, TEC		Restructured curricular	2019 - 2023
		3. Searching and disseminating information on job opportunities	Mount annual workshops on application writing and interview techniques for final year students	Registry, Alumni, Advancement Office, APU, UCHDC	2.5 million	Number of Workshops on application writing and interview techniques per Faculty per year	2019 - 2023
6.	To accommodate more students on the university campus	Enhancing policies that will encourage provision of more accommodation for students	i. Provide incentives that will encourage PPP on BOT ii. Seek philanthropic support iii. Seek increased allocation from Government for Hostel construction	VC, DVC(MS), PPU, Works, LGU, Advancement Office Advancement office Council	1 million	i. Number of bed spaces on campus as a proportion of students' population ii. Proportion of bed spaces provided by PPP and philanthropic support	2019 - 2023
7.	To improve learning conditions and ensure readiness for accreditation of all programmes	1. Building and equipping more ICT-compliant laboratories, lecture theatres	Encourage Alumni, friends to build or rehabilitate lecture rooms, theatres	Council, Senate, Faculties, Philanthropists, Advancement Office, Alumni		i. Proportion of university programmes ready for accreditation ii. Percentage increase in lecture rooms, theatres available for use per year.	2019 - 2023
		2. Upgrading all the existing lecture theatres in the University	Make budgetary provision for the needs assessment allocations for departments	Council, VC, PPU, Bursary, Works	500 million	Number of lecture theatres upgraded as a proportion of total number of lecture theatres	2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
8.	To encourage volunteering amongst students	Developing an attractive message that appeals to potential volunteers	i. Set up a Committee to promote volunteer work amongst students ii. Organise sensitisation and training programmes on volunteerism iii. Provide incentives to promote volunteering recognition, protection of volunteering time, discounting privileges	University Management, Faculties, Departments/ Units			2019 - 2023
9.	To encourage the students to engage in community services	Strengthening student-centred community-based and problem-solving curricula to enable students develop skills that are more relevant to their communities	Strengthen COBES by widening its scope for greater social development	Senate, TEC, Faculties		i. Number of students participating in community services ii. Number and frequency of community services in which university students participate	2019 - 2023
GOAL 5: FOSTER INTERNATIONALISATION, PARTNERSHIPS AND LINKAGES							

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
1.	To sustain and improve existing linkages	Operating existing MOUs with institutions and research centres, organisations	i. Appraise the status of existing MOUs ii. To revive moribund, dormant MOUs iii. Canvas for more linkages	VC, CIE, APU, LGU, Faculties, Advancement Office	75 million	i. Percentage increase in number of linkages Number of revived MOUs ii. Number of MOUs utilized per year	2019 - 2023
2.	To increase the number of staff and students for exchange programmes	1. Updating the existing MOU guidelines b. Exchanging a minimum of ten students per annum	i. Update and circulate the existing MOU guidelines ii. Explore opportunities for staff and students' exchange in MOUs	VC, Senate, CIE, APU, College, Faculties VC, Senate, CIE, APU, College,	25 million	i. Awareness of existing MOUs by staff and students ii. Number of students on exchange programmes per year	2019 - 2023
		2. Exchanging academic, administrative and technical staff through sabbatical appointments and research visits	Explore opportunities for exchange through sabbatical appointments, postdoctoral fellowships and research visits	Faculties VC, CIE, APU, College, CREDIT, Faculties, Units, Staff	75 million	Number of staff on exchange programmes through sabbatical, postdoctoral, short visit, research collaboration etc	2019 - 2023
3.	To assist students with industrial training placements and Community Based Experience and Services (COBES)	Establishing linkages with key organisations within and outside the country for the purpose of	i. Seek opportunities for attachment of students for IT in public and private organisations	VC, CIE, APU, College, Faculties, SIWES, Registry	75 million	i. Increase in number of agencies and institutions (private and public) accepting students for IT	2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		absorbing students for SIWES b. Establishing linkages with relevant communities	ii. Seek opportunities for attachment of students for COBES in communities	VC, APU, College, Faculties, TEC, Registry		ii. Number of communities in which COBES attachment operates	
4.	To assist Unilorin Alumni with job placement	Securing job placement for Unilorin Alumni	Establish contact with private and public sector agencies for employment purposes	VC, CIE, APU, College, Advancement Office, Faculties, SAU, COMSIT, Corporate Affairs, Alumni Association		Increase in the number of ex-students assisted for gainful employment through job placement per year	2019 - 2023
5.	To Promote research and development activities with institutions and organisations	Establishing links for research and development activities with institutions, organisations	Explore areas of mutual research interest for development with other universities, institutions, organisations	VC, CIE, APU, College, Faculties, CREDIT, Advancement Office		Increase in the number of collaborative research projects per year	2019 - 2023
6.	To sustain the sourcing of external examiners from foreign universities	Ensuring that each Department's Programme has at least one external examiner from a foreign university	i. Identify academics from foreign universities to serve as external examiners ii. Seek fund to support international external examiners	VC, CIE, College, Faculties, CREDIT, PGS		Increase in the number of external examiners from other countries per year	2019 - 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			iii. Ensure invitation is based on available seed fund				
7.	To provide a conducive and secure environment for international staff	Providing functional accommodation for University international staff	i. Build 20 self-contained units (1 or 2 bedrooms) ii. Put in place a car loan scheme for international staff with minimum of 1yr contract	Council, VC, PPU, CIE, Advancement Office Council, VC		i. Number of self-contained units built for use by international staff ii. Number of international staff granted car loan per year	2019 - 2023
GOAL 6: ACHIEVE EFFECTIVE AND EFFICIENT HUMAN RESOURCE MANAGEMENT							
1.	To ensure that appointments are competitively made	1. Placing advertisements in reputable and appropriate media bi-annually	i. Update recruitment policies and procedures	Council, VC, Registry, APU	25 million	Number of positions filled through advertisement and competitive interviews	2019-2023
			ii. Obtain adequate budgetary provision for recruitments, appointment process				
			iii. Make mandatory advertisement of vacant positions				
		2. Introducing interaction with applicants at the levels of the departments or units and making recommendation s before	i. Enforce mandatory presentation by applicants at would-be departments, units before shortlisting ii. Review the interview scoring sheet to include scores for presentation at Departments, units	Registry, Faculties, Units Registry, Faculties, Units		Shortlist after presentation at would be departments Departmental Scoring Sheet	2019-2023 2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		interview.					
2.	To ensure that all new staff are taken through an orientation programme within two months of assumption of duties	Scheduling bi-annual orientation programmes in the University calendar	i. Design all-inclusive orientation scheme to capture new staff upon assumption of duty ii. Include orientation of staff going into new offices (Level advisers, HODs, Deans, Directors etc.) into the University calendar. iii. Design and execute tailor-made, desk specific and time-flexible orientation programmes for newly recruited staff iv. Design and execute Monitoring & Evaluation Programme	Registry, APU, CREDIT Faculties, Units Credit, Faculties, Department, Units APU, QAU	25 million	Number of newly recruited staff that are given orientation Number of new office holders that are given orientation	2019-2023 2019-2023 2019-2023
3.	To ensure that all junior academic staff are formally mentored by their senior colleagues	Adoption of Faculty of Education mentoring programme for University-wide implementation	Organised a workshop for Provost, Deans and Heads of Departments on the implementation of the mentoring programme	VC, DVC (Acad.), DVC (RTI), Provost, Deans, and HODs	20 million	i. Workshops organised. ii. Annual mentorship. iii. Reports at the faculty level. iv. Number of formally mentored Lecturers	2019-2013

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
4.	To ensure that all cadres of non-academic staff are trained from time to time on the demands of their duties and schedules	Scheduling bi-annual training programmes for all cadres of non-academic staff	Design and implement bi-annual training programmes	Registry, Faculties, CREDIT, APU, COMSIT, relevant Units	25 million	i. Relevant training programmes ii. Number of staff trained	2019-2023
5.	To upgrade and increase staff office accommodation.	a. Provision of adequate and well-furnished offices for staff.	Furnish existing offices adequately ii. provide more offices	PPU, Works and Management	600 million	Number of offices upgraded Number of new offices built	2019-2023
6.	To ensure that staff promotions continue to be merit-based	Enhancing global standards in promotion policy	Periodic Review of promotion policy ii. Obtain budgetary provision iii. Circulate guidelines in line with conditions of service iv. Ensure merit-based promotion process	APU, Council, Registry, Faculties, A&PC, QAU	3 million	Number of staff promoted on merit as and when due	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
7.	To ensure adequate remuneration for ad-hoc and special services provided by staff	1. Regular review of allowances for ad-hoc and special duties.	i. Design a standard template for payment of allowances for ad-hoc and special duties.	Council, Management, Staff Unions		Reviewed allowances for ad-hoc and special duties performed by staff	2019-2023
			ii. Set up a committee for regular review of allowances for ad-hoc and special duties				
			iii. Implement approved recommendations on remuneration for ad-hoc and special duties	Management			2019-2023
		2. Developing an acceptable framework for sharing revenues from revenue-yielding units	i. Set up a committee for review of appropriation of revenues from revenue-yielding units	Council, Senate, URDMB, QAU		i. Sharing formula for revenue yielding units and departments ii. Prompt release of approved revenue formula	2019-2023
			ii. Implement approved recommendations	Council, Management		Appropriate payments effected to staff	2019-2023
			iii. Periodically survey and analyse remuneration in the University	Council, URDMB, Unions		Survey reports	2019-2023
8.	To ensure proper disciplinary procedures	1. Ensuring fairness and transparency in	i. Periodic review of staff conditions of service	Council, Senate, Registry		Reviewed Conditions of Service	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		the dispensation of justice	ii. Circulate the reviewed document to all staff	Registry			2019-2023
			iii. Conduct annual evaluation survey	Registry, QAU, Legal Unit			2019-2023
9.	To ensure regular training and re-training of staff	Meeting training needs of staff	i. Develop an acceptable policy, framework for sponsorship of staff to local and international conferences	VC, Registry, CREDIT, APU, College, Faculties, Units	30 million	Number of staff trained per year	2019-2023
			ii. Ensure adequate budgetary provision for training and re-training of staff				
			iii. Constitute a Committee on Staff Training Needs Assessment				
			iv. Train staff of Human Resources department on Training Needs Analyses techniques	VC, Registry, CREDIT	25 million	Number of staff trained per year	2019-2023
			v. Sponsor academic staff to at least one local or one international conference annually	Council, Senate, VC	300 million	Number of academic staff sponsored to local and international conferences	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			vi. Sponsor senior non-teaching staff to at least one local or one international professional conference annually	Council, VC, Registry	100 million	Number of non-teaching staff sponsored professional conference per year	2019-2023
GOAL 7: INCREASE REVENUE GENERATION AND COST CONTROL OBJECTES							
1.	To improve the existing endowment drive of the University to attain at least N10b (money and money's worth) at the end of the Plan Period	1. Recruiting appropriate staff including professional staff in generating endowment funds 2. Providing adequate facilities required for fund drive 3. Reviewing Endowment Policy	Empowering the Advancement Office for better performance	Council, VC, Registry Council, VC, PPU Registry, Advancement Office	10 billion	Increase in endowment funds and endowed infrastructure (yearly percentage in relationship to the target of N10b)	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		<p>4. Constituting a sub-committee for Endowment Day</p> <p>5. Fixing a date for the annual event</p> <p>6. Organising the event</p>	<p>i. Instituting an annual University Endowment Day at various locations</p> <p>ii. Instituting Endowment activities in various faculties and units</p>	<p>Council, VC, Registry, Advancement Office, Alumni</p> <p>Council, Senate</p> <p>Council, VC, Registry, Advancement Office, Alumni, Sub-Committee Dean, HODs, F.O.</p>	75 million	Response to Endowment Day event (funds realized)	2019-2023
		<p>7. Identifying and developing a list of friends and partners of the University</p> <p>8. Establishing a regular contact with the identified public spirited personalities</p> <p>9. Compiling a</p>	<p>Identifying and soliciting support from public spirited personalities</p>	<p>Council, Senate, Registry, Faculties, Advancement Office, Alumni</p> <p>Registry, Advancement Office, Alumni</p> <p>Council, VC, PPU,</p>		Number of friends and partners endowing funds	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		list of projects to be endowed		Faculties			
2.	To constantly involve Alumni in participation in University activities and to attract funds of at least N250m annually	<p>1. Reviewing existing University Policy on the Alumni regarding funding</p> <p>2. Updating the existing Alumni database and register for constant linkage</p> <p>3. Packaging strategic information for members</p> <p>4. Conducting strategic advocacy to Alumni</p> <p>5. Instituting a recognition and reward system for outstanding Alumni</p>	Putting in place a vibrant University Policy that will promote lifelong partnership with the Alumni	<p>VC, Registry, Alumni Office, Corporate Affairs, Advancement Office</p> <p>Registry, Alumni Office</p> <p>Corporate Affairs, Alumni Office</p> <p>VC, Advancement Office, Corporate Affairs, Alumni Office</p> <p>Council, VC, Senate, Registry, Alumni Office</p> <p>VC, Registry,</p>	<p>2 million</p> <p>25 million</p>	Amount attracted from Alumni per year as a proportion of N250m	<p>2019-2023</p> <p>2019-2023</p>

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		6. Inviting Alumni to attend University events		Advancement Office, Alumni			
3.	To encourage parents and other public-spirited individuals to donate generously to the University	1. Identifying and relate with the relevant students 2. Relating with student union	Invitation of students' parents to the University events ii. Involvement of Student Union in funding activities	Student Affairs, Student Union, Advancement Office	10 million	Amount attracted from parents of students and other public-spirited individuals per year as a proportion of N5b annually	2019-2023
4.	To canvass for more meaningful state government presence in the University to the tune of at least N500m at the end of Plan Period	1. Making periodic courtesy call on the principal actors in the states 2. Reaching out to state governments, especially those whose indigenes form a large proportion of the student population	Involvement of state governments' presence in the University funding activities	Council, VC, Registry, Management, other prominent staff	5 million	Amount attracted from state governments per year as proportion of N500m	2019-2023
5.	To enhance the capacity of University Resource Development and Management Board (URDMB) in order to	1. Carrying out the feasibility study of commercial farming to identify viable options	Explore the possibility of establishing in mechanized commercial farming	Council, VC, URDMB, Faculty of Agriculture, Faculty Engineering, staff	150 million	Establishment of university farm ii. Funds generated by commercial farm as a contribution to the entire University funds per year	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
	change the current business orientation to generate minimum of N5b over the Plan Period	2. Budgeting for the establishment of commercial farm 3. Implementing approved recommendations					
		4. Privatising the existing Strategic Business Units (SBU) 5. Using Unilorin Micro Finance Bank as a role Model	Assessing existing SBU with a view to improving performance	Council, URDMB Council, URDMB URDMB		Viability of SBU and the contributions to University	2019-2023
		6. Scouting for jobs, services, investment opportunities and contracts by the University Consultancy Services Unit (UCSU) 7. Strengthening the existing UCSU to include professionals	Encouraging collaborative, joint investments with the organised private sectors using Unilorin Holdings Ltd., URDMB	URDMB, UCSU Council, VC, URDMB, UCSU		Funds realized from joint investments with the organized private sector	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
6.	To encourage staff to attract Funds, Projects, Grants, Equipment to the University to the tune of N1b over the Plan Period	1. Documenting modalities for operations, incentives 2. Sensitising the University Community on the incentive structure iii. Ensuring prompt payment of competitive honoraria to facilitators	Putting in place an incentive structure to motivate staff to attract Funds, Grants, Projects, Equipment	Council, VC, Bursary, URDMB, UCSU, Registry Registry, URDMB, Corporate Affairs, COMSIT Council, VC, Bursary		i. Sum of funds, projects, grants, equipment attracted in the Plan Period by staff as a proportion of N1b ii. Awareness of incentive structure by staff	2019-2023
7.	To review the current Public Private Partnership (PPP) arrangement to accommodate other forms of concessions	1. Assessing and reviewing the existing policy 2. Advertising PPP opportunities. 3. Shielding students caution deposit for hostel development	Providing enabling environment to attract investors	VC, PPU, SAU VC, PPU, SAU, Corporate Affairs	200 million	i. Increase in the number of bed spaces available to the students ii. Increase in revenue generation from accommodation	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
8.	To manage efficiently and effectively all the part-time, sandwich, pre-degree, and professional programmes and to pursue the introduction of Distance Learning Programme in order to generate more revenue to the tune of N2b annually	1. Carrying out feasibility study for proposed new programmes 2. Mounting viable programmes 3. Providing necessary infrastructures and logistics 4. Paying attractive remuneration to participating staff 5. Improving on the ethics of the existing workforce	Designing and mounting new programmes within the Plan Period	Council, VC, Senate, IBS, SPS, Faculties, IOE, APU Senate, Faculties, APU, Institutes, Centres Council, VC, Senate, PPU, ODL, IBS Council, VC, Senate, Bursary, ODL, APU	2.5 billion	i. Amount realized from part-time, sandwich and pre-degree programmes per year as a proportion of N2b ii. Efficiency and effectiveness of management (survey)	2019-2023 2019-2023
		6. Assessing the efficiency of the existing programmes 7. Implementing the recommendation s from such	Restructuring the existing programmes to be more attractive	Senate, Faculties, APU Senate, Faculties, APU		i. Attractiveness of existing programmes ii. Number of applicants for each of them	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		assessment					
9.	To continuously monitor all revenue-generating activities, efficiently control the overall cost of operation of the University and adhere to the matching concept of accounting in the management of funds	1. Instituting various cost-reduction programmes 2. Ensuring that the facilitators are paid immediately after each programme 3. Surveying prices	Continuously monitoring the activities of revenue generating unit	VC, Bursary, Internal Audit, URDMB	50 million	A yearly reduction in the cost of operation of the University as a percentage of generated fund	2019-2023
10.	To encourage the academics to come up with research proposals that will attract funding from different agencies and to encourage research collaboration and exchange with foreign universities	1. Identifying and encourage academics with research potentials 2. Re-organising the Immersion Centre of the University for utmost performance	Motivate the academics to write award-winning proposals and review the existing exchange initiative incentives	Academic staff, Immersion Centre, CIE	50 million	Amount of fund attracted from national and international agencies and from exchange programmes	2019-2023
GOAL 8: CONTRIBUTE TO ENVIRONMENTAL SUSTAINABILITY							
1.	To adopt the university environmental	1. Using the environmental policy in waste	i. Circulate the environmental policy document	Environmental Committee, PPU, Works,	7.5 million	i. Awareness of the University's environmental policy	2019 to 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
	management policy	management 2. Increasing awareness of the environmental policy	ii. Make budgetary provision for implementation i. Set up a committee to maintain and improve existing landscape ii. Consult regularly with experts among staff on environmental issues iii. Ensure that the Committee is active iv. Submit regular quarterly reports	Corporate Affairs, UHS Council, VC, APU DVC(MS), Faculties, Environmental Committee	2.5 million 2.5 million	ii. Increased percentage of occupied area landscaped iii. Increased level of maintenance of landscaped area	
2.	Beautify the Environment	1. Assessing the current level of landscaping and beautification of the university campus 2. Providing appropriate paving at parking lots and designated parking spaces; landscape and beautify all existing activity	i. Embark on a mixture of soft and hard methods of landscaping ii. Provide more walkways to all existing structures iii. Landscape and beautify all developed areas to the level around the senate and auditorium buildings	Council, VC, PPU, Works, Environmental Committee PPU, Works PPU, Works Environmental Committee	0.5 million 20 million	i. Survey reports ii. More parking lots, walkways and beautiful landscape	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		areas e.g. where photographers assemble					
3	To maintain a hygienic environment	Employing state-of-the-art equipment and techniques to promote environmental health	i. Assess, design and cost necessary works ii. Fumigate regularly the nooks and crannies of living and working areas of the University iii. Maintain all the green components of the landscape iv. Preserve relevant trees and add appropriate species for beautification v. Adopt green culture in the construction and maintenance of the University structures Maintain waste and dump site vi. Evacuate and process of wastes regularly vii. Purchase a waste disposal truck	DVC(MS), PPU, Works, Works, UHS, Environmental Committee PPU, Works, Environmental Committee PPU, Works, Environmental Committee PPU, Works	12.5 million 50 million 25 million 30 million	i. Maintenance of a hygienic environment ii. Number of buildings, offices, workshops, lecture rooms, lecture theatres fumigated per year iii. Effectiveness of waste management strategies iv. Appreciation of beauty of the environment by staff and students Number of trucks	2019 to 2023 2019 to 2023 2019

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			viii. Make relevant Departments to evolve waste recycling strategies ix. Provide toilet facilities in strategic locations on campus	PPU, Works, UHS	120 million	Toilet facilities	2019 to 2023
4	To promote awareness in the University on environmental-friendly practices	Developing an appropriate behavioural-change campaign programme	i. Regular radio jingles on University FM Station and Bulletin to create awareness in the University community ii. Organise workshops and public lectures on environmental issues iii. Incorporate environmental lectures into the staff and students' orientation programme	VC, Corporate Affairs, SAU, CREDIT Corporate Affairs, SAU, CREDIT SAU, Registry, CREDIT		Awareness of environmental friendly practices Behavioural change toward environmental friendly practices Level of knowledge, awareness of environmental issue	Jan. 2019 to Dec. 2023
GOAL 9: SCALE-UP AVAILABILITY AND MAINTENANCE OF INFRASTRUCTURAL FACILITIES IN THE UNIVERSITY							
1.	To ensure maintenance of the existing facilities	Strengthening Strategic Maintenance Unit (SMU) in every Faculty and Living Quarters	i. Strengthen Works Department with appropriate staff and necessary equipment ii. Execute overlay of asphalt from Main Gate to Campus Roundabout and other access roads within	Council, VC, Registry, Works	200 million	Board of Works to ensure maintenance of existing University infrastructure	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			the campus iii. Control erosion of road networks within the campus iv. Overhaul Convenience Rooms across the campus v. Re-roofing of dilapidated university buildings vi. Ensure sufficient buildings for both staff and students on campus vii. Ensure buildings meet and satisfy university physical structure specifications viii. Create awareness on need for maintenance culture	VC, PPU, Faculties, Units SMU, Faculties, Units			
2.	To generate and sustain energy for the use of the University	Generating and sustaining energy	i. Invest in power generation research and development ii. Committee on Renewable Energy be empowered on derivation of alternative source of energy such as solar, wind and bio gas. iii. Key to research funding and findings from NACHRED	Council, VC, Senate Council, VC, NACHRED	300 million		2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			iv. Committee on Hydro-power Generation be encouraged to fast-track delivery of their mandate				
3.	To ensure constant water supply on campus by producing 4000 m ³ per day	1. Funding adequately water treatment maintenance activities	i. Drill more viable commercial boreholes ii. Upgrade capacity of water treatment plant (high-lift pump) iii. Upgrade delivery line to storage facility	VC & Works Department	200 million	Ensuring constant supply of treated (potable) water	2019-2023
		2. Minimising water wastage	i. Set up Water Usage Monitoring Committee ii. Produce and distribute leaflet on water usage iii. Use radio jingles iv. Use electronic billboards and other available outlets	VC, Faculties, Units, Corporate Affairs	50 million		2019-2023
4.	To maintain the existing roads and provide new access roads	Maintaining and constructing new roads	i. Equip Works Department with adequate and necessary manpower and implements for infrastructural maintenance ii. Continue overlay of asphalt of link road to College of Health Sciences at N150m iii. Open up and surface dress the link road to	Council, VC, PPU, Works	750 million	Maintenance and construction of new roads	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			Faculty of Law en route Block 10 at N50m iv. Open up and surface dress Sentu link road to campus at N50m v. Open up and surface dress Fufu link road to campus at N500m				
5.	To improve the transportation system in the University	1. Identifying transportation needs of the University 2. Interacting with stakeholders (private transporters, Students Union Body)	i. Encourage more private transporters to partake in transport business on campus ii. Purchase of more luxurious buses, at least four (4) iii. Ensure regular maintenance of the fleet of University vehicles	VC, WORKS, SAU	50 million	Improvement of transportation system in the University	2019-2023
6.	To digitize the Master Plan of the University	Adhering strictly to the Master Plan	i. Provide funds for the digitization of the Master Plan ii. Periodically review Master Plan to accommodate changing physical environment	Council, VC, PPU	50 million	Digitization of University Master Plan	2019-2023
7.	To upgrade the Central Research Laboratory	1. Providing additional state of the art equipment and accessories	i. Continuously train laboratory personnel such as technologists and attendants to be abreast of	Council, VC, PPU, CRL	450 million	Upgrading of the Central Research Laboratory	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		such as Scanning Electron Microscope at \$800,000; Gas Chromatography , Mass Spectrometer at \$200,000; X- ray Fluorescence Machine \$145,000 Biochemistry Analyser at \$48,000 Universal Testing at \$50,000 2. Maintaining adequately existing equipment	the times ii. Authorize proper certification checks by qualified personnel in the course of receiving in equipment				
8.	To upgrade existing laboratory and establish new ones	Providing well equipped and standard laboratories for relevant departments	i. Upgrade laboratory spaces and existing equipment in relevant departments ii. Provide at least one (1) standard laboratory per annum iii. Provide laboratory spaces for science based	Council, VC, PPU, Faculties	2.25 billion	Upgrading , establishing laboratories in relevant departments	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			professorial suites				
9.	To provide a well-equipped library in each faculty	Providing well equipped libraries in each faculty	Build and equip at least one (1) library for each faculty	Council, VC, PPU	750 million	Availability of standard library in every faculty	2019-2023
10.	To construct new buildings	i) Identifying building needs ii) Identifying land space to facilitate infrastructural development of the campus	Design new building proposals and construct them	Council, VC, PPU	3 billion	Design and construct new buildings proposals	2019-2023
GOAL 10: ENHANCE WELFARE SERVICES FOR STUDENTS AND STAFF							
1.	To ensure adequate health-care for all students and staff	1. Continuing with and improving on the existing policy on University medical care	i. Improve the current policy on University medicare	VC, Board of Health, UHS	50 million	Aspects of the University Policy on Medical Care improved and how	2019-2023
			ii. Disseminate information of the University policy document on medicare to students and staff	Registry, SAU, UHS, Corporate Affairs, COMSIT		Awareness of the University Policy on Medical Care by students and staff	2019-2023
		2. Providing quality health services for students and staff	i. Procure state-of-the-art equipment for the Diagnostic centre	Council, VC, PPU, Board of Health, UHS, CIE	50 million	Quality of preventive and curative health services provided for students and staff (survey)	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			ii. Expand the existing health services infrastructure to accommodate the growing population of students and staff	Council, VC, PPU, Board of Health, UHS, CIE, QAU	300 million	Number of preventive, diagnostic and curative health services offered to students and staff per year	
			iii. Procure at least three (3) additional ambulances for effective coverage of the University campuses.			Increase, expansion of infrastructure per year	2019-2023
2.	To encourage participation in sports activities by staff and students	1. Improving existing policy on sports activities in the university	i. Improve the current policy on sports activities in the university	VC, Sports Council	500 million	Increased participation of students and staff in sporting activities	2019-2023
			ii. Improve the welfare of staff and students on University sports assignment.			Improved welfare for students and staff on University sports assignment	
		2. Providing quality sports facilities and equipment for staff and students	Upgrade the existing sports facilities and equipment.			Number of upgraded and newly built sports facilities	
3.	To continue the prompt payment of salaries, allowances and benefits of staff	Maintaining the current policy of regular payment of salaries is sustained	i. Payment of salaries not later than 30 th of every month	VC, Bursary		Prompt payment of monthly salaries	2019-2023
			ii. Implementation of the automation of the operations of the Bursary Unit	Council, VC, Bursary, COMSIT		Functional automation of operations of the Bursary Unit	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
4.	To provide welfare packages for students and staff with disabilities	Giving priority and due attention to people with disabilities	i. Include a field for people with disabilities on the Post-UTME Registration form	VC, Registry, UAC, UAO, COMSIT		Number of students with physical disabilities admitted.	2019-2023
			ii. Make due provision for employment for qualified people with disabilities	VC, Registry, SAU, UAO		Number of qualified disabilities employed by the university.	2019-2023
5.	To provide additional hostel accommodation spaces for students	1. Continuing the current BOT and other arrangements on hostel construction	i. Continuous review of the University's policy and private participation in the provision of students' hostels	Council, VC, Alumni, SAU, PPU		Number of bed spaces provided per year.	2019-2023
		2. Applying gender balance on the allocation of bed spaces	i. Ensure adherence to demarcated areas in the master plan for hostel construction for both sexes	VC, SAU, PPU		Proportional allocation of bed spaces of male to female students	2019-2023
		3. Encouraging students to reside in hostels on the campus	i. Determine benchmark for percentage increase in bed spaces per year	VC, SAU, Faculties		Percentage increase in bed spaces available to students per year.	2019-2023
			ii. Allocate more bed spaces to all students and give priority in the allocation of bed spaces for fresh and final year students			Proportion of fresh and final year students allocated bed spaces on the campus	

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			iii. Ensure that necessary infrastructures are provided (a minimum of 500 bed spaces per annum)	Council, VC, PPU		Proportion of bed spaces allocated to fresh and final year students per year	
			iv. Public-private partnership provision of social and recreational facilities in students' halls of residence	Council, VC, PPU		Students' level of satisfaction with infrastructural, social and recreational facilities provided in the university	
6.	To ensure that staff serve as mentors, advisers to students	Re-orientating staff towards better students' mentorship	i. Embark on behavioural change campaign among staff and students	VC, Faculties, Registry, SAU, UCHDC, Corporate Affairs		Awareness of mentorship responsibilities by staff	2019-2023
			ii. Encourage staff to take up more mentorship roles	VC, Senate, Faculties, Departments			2019-2023
			iii. Allocate all students to staff to serve as mentors, advisers	Faculties, Registry, UCHDC, Units		Access of students to mentorship by staff	2019-2023
			iv. Organise training, seminar, workshops for staff on student mentoring	VC, CREDIT, Registry, Faculties, UCHDC	5 million	Number of seminar, training workshop organized per annum	2019-2023
7.	Upgrade counselling services for both staff and students	Strengthening the existing centre	i. Provide more office space and state-of-the-art facilities for the Unilorin Counselling and Human Development Centre	Council, VC, PPU, UCHDC	10 million	Access of students and staff to counselling services	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
8.	Encourage participation in the work-study programme	1. Sustaining the work-study programme	i. Empower Technical and Entrepreneurial Centre (TEC) to manage the work-study programme	Council, VC, TEC, SAU	20 million	Number of students participating in the work-study programme	2019-2023
		2. Promoting work-study programme	ii. Empower Counselling Centre to collaborate with Technical and Entrepreneurial Centre (TEC) on the management of the work-study programme	Council, VC, TEC, SAU, UCHDC		Amount of money committed to work-study as a proportion of the amount budgeted	
GOAL 11: ENSURE A SAFE AND SECURE UNIVERSITY COMMUNITY & STAKEHOLDERS' PARTICIPATION							
1.	To ensure an effective and efficient campus security system	Outsourcing partially the University security system	i. Review the existing security policy to capture 50% outsourcing	Council, VC, LGU, CSC	100 million	Percentage of campus security outsourced – 40% is the percentage allowed by law	2019-2023
			ii. Monitor and supervise the operations of the security outfit			Number of security breaches recorded per year.	2019-2023
			i. Overhaul the surveillance system for the Security Unit		30 million	Quantity and quality of CCTV camera installed Security servers deployed Monitoring equipment installed	Dec.2018 to Dec. 2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
2.	Ensure prompt response to all distress calls	1. Strengthening the operations of the campus security system	i. Procure and maintain monitoring and surveillance vehicles (6 vehicles)	Council, VC, LGU, CSC	150 million	Number of monitoring, surveillance vehicles and equipment acquired Satisfaction of staff and students with response to distress calls	2019-2023
		2. Ensuring response to distress calls	i. Adequate manning of the surveillance equipment and hotlines	VC, CSC, Works, PPU			2019-2023
		3. Establishing a feedback mechanism to the VC	i. Conduct case by case evaluation and render periodic returns	CSC, VC		Feedback on distress calls	2019-2023
		4. Strengthening the collaboration with the State Government and other Security Agencies	i. Establish MoUs with State Government and Security Agencies.	VC, LGU, KWSG, CSC, Security Agencies	10 million	Number of security agencies with which the university has MOU	2019-2023
			ii. Quarterly meetings with State Government and Security Agencies.	VC, CSC			2019-2023
			iii. Sharing of Security information among all the Agencies	VC, CSC		Number of alerts to the campus security network facilitated by MOUs	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
3.	Extend street light for illumination of other strategic locations in the University.	Providing additional street lighting	Provide and maintain street light for illumination of the University environment	Council, VC, CSC, PPU, Works	50 million	Number of streets with street light as a proportion of total number of streets on campus	
4.	To ensure identification of culprits of all crimes in the University community	Strengthening the intelligence unit of campus security system	i. Train and re-train staff of the University Intelligence Unit	VC, CSC, CREDIT	5 million.	i. Number of staff of the Intelligence Unit trained, re-retrained per year done ii. Number of cases handled as a result of Intelligence Unit's activities done	2019-2023
5.	To involve stakeholders in the security activities of the university	1. Collaborating with neighbouring settlements to check crime and monitoring of University lands	i. Compile a list of all stakeholders	Council, VC, SAU, Advancement Office, Security Unit	10 million	Number of stakeholders on the list	2019-2023
			ii. Define possible roles expected of each group of stakeholders			Roles expected of each group of stakeholders	
			iii. Communicate needs of the University to the stakeholders			Number of University needs communicated to stakeholders and number of meetings held with the stakeholders	
			iv. Develop reward system, appreciation for stakeholders			Amount of reward, appreciation or type of honour done to the stakeholders	

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
		2. Ensuring that all cases are widely reported to University Security Unit	i. Create security awareness among the University Community (through print and electronic media and workshop)	VC, CSC, Corporate Affairs, CREDIT, SAU		Number of reported cases to the Security Unit as a proportion of the total number of cases handled	2019-2023
			ii. Encourage staff and students to report cases of all security breaches promptly including anonymous reporting	VC, CSC, Corporate Affairs, SAU		Awareness of procedures for reporting security problems on campus by students and staff	2019-2023
		3. Collaborating with neighbouring settlements to check crime and monitoring of University lands	i. Establish neighbouring and University Community Relations committee	VC, CSC, Security Agencies, Works, PPU		Number of meetings of University-Community Relations Committee and resolutions on a monthly basis.	2019-2023
6.	To enhance fire safety measures in the University	Improving state of preparedness and response to fire hazards	i. Upgrade the existing Fire and Safety Unit	VC, PPU, Works	75 million	New equipment and infrastructure.	2019-2023
			ii. Provide and maintain fire extinguishers, fire and smoke detectors and other fire-fighting equipment	VC, Works		Number of university buildings with fire safety facilities as a proportion of total number of buildings	

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			iii. Provide road network around the university boundary for ease of security monitoring and patrol	Work, University Management	50 million		
			iv. Sustain sensitisation of the University community and the immediate environs at least once in a semester on safety measures through discussion forum, radio jingles, demonstration, etc.	CSC		Safety measures, discussion fora, demonstration, number of staff and community people sensitised	2019-2023
			v. Organise fire drills every semester around all buildings	CSC			
			vi. Provide additional fire-fighting vehicle				2019-2023
7.	To increase awareness on the dangers of cultism and other social vices among staff and students	Increasing awareness on the dangers of cultism and other vices on Campus through mass media	i. Continue to educate the University Community on the dangers of cultism and other social vices at least twice a year	VC, CSC, SAU, CSO	10 million	Level of awareness of the dangers of cultism and other vices by staff and students	2019-2023
			ii. Radio jingles on the dangers of cultism and other social vices every week	CSC, SAU, CSO, Corporate Affairs		Reduction in number of cases of cultism and other vices recorded per year	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
			iii. Sustain the use of bill boards and other electronic devices to educate on the dangers of cultism and other social vices	SAU, Corporate Affairs, PPU		Bill Boards, electronic devices, hand-bills, etc	2019-2023
8.	To prevent expelled students from loitering on the campus	Sustaining the practice of publicising identities of expelled students	i. Improve communication with parents and guardians	CSC, SAU		Feedback from parents, guardians of expelled students	2019-2023
			ii. Monitor closely the activities of expelled students on the campus	CSC, SAU, Corporate Affairs			
GOAL 12: CONTRIBUTE TO THE PREVENTION AND CONTROL OF COMMUNICABLE AND NON-COMMUNICABLE DISEASES							
1.	To ensure that all members of the University community are aware of HIV, AIDS, Hepatitis, hypertension, diabetes and other public health issues	Utilising public gathering and mass media to educate staff and students on HIV, AIDS and other public health issues.	i. Include HIV, AIDs education in students and staff public programmes ii. Include HIV, AIDS education in the curricula of the University to increase awareness e.g., GNS 211 &311 iii. Produce information materials on HIV, AIDS and other public health issues for staff and students iv. Distribute educational materials on HIV, AIDS and other public health issues to	BOH, SAU BOH, APU, GNS VC, Registry, BOH Registry, SAU, BOH	7.5 million 2.5 million 50 million	i. Knowledge of HIV, AIDS and other health problems ii. Students and staff awareness of their HIV, AIDS status iii. Proportion of students and staff that had Voluntary Test and Counselling iv. Level of access of staff and students to documents produced	Continu ous

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
2.	To ensure that the University funds research on all activities relating to Communicable diseases and other public health issues	Stimulating research on all activities relating to the control of communicable diseases	<p>staff and students</p> <p>v. Review and update HIV, AIDS components in relevant University curricula</p> <p>vi. Use jingles and radio publicity regularly</p> <p>Funding of research on Communicable diseases and other public health issues</p>	<p>AP&CC, Senate, BOH</p> <p>Corporate Affairs, BOH, College, Faculties, UHS</p> <p>VC, SRGC, CREDIT</p>		<p>on health awareness</p> <p>v. Level of knowledge of public health issues gained by students from university courses (GNS)</p> <p>vi. Develop proposals on Communicable diseases and other public health research</p> <p>vii. Fund research through senate research grants and other sources</p>	
3.	To sustain partnership with at least five Local , National , International agencies on the prevention and control of diseases of public health importance	Partnering with local, national and international agencies on the control of diseases of public health importance through technical and material support	<p>Partnership with international agencies on prevention and control of diseases of public health importance components of the landscape</p> <p>iv. Preserve relevant trees and add appropriate species for beautification</p> <p>v. Adopt green culture in the construction and maintenance of the University structures</p>	<p>VC, UHS, Faculties</p> <p>VC, UHS, Faculties</p> <p>PPU, Works, Environmental Committee</p>	<p>12.5 million</p> <p>60 million</p>	<p>i. Number of partnerships on health care for diseases of public health importance</p> <p>ii. Funds from collaborating national and international agencies for prevention and control of diseases of public health importance</p>	Continuous

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
4.	To ensure early detection of communicable and non-communicable diseases (Hypertension, Diabetes, Hepatitis, Cancers, etc.) among university community members practices	Developing an appropriate behavioural-change campaign programme	i. Instituting periodic (yearly) medical examination of staff and students ii. Improving the occupational health services for university staff	VC, Corporate Affairs, SAU, CREDIT Corporate Affairs, SAU, CREDIT, SAU, Registry, CREDIT	5 million 5 million	Behavioural change toward issues	
5.	To strengthen occupational health services, targeting university staff	Improving the occupational health services for university staff	i. Create awareness on occupational diseases among university staff ii. Monitor occurrence of occupational diseases among staff iii. Provide relevant workplace safety measures for staff e.g. Laboratory protective materials, ergonomics chairs, etc. iv. Provide facilities for management of occupational diseases	UHS, University management	5 million	i. Level of practice of preventive measures for occupational diseases ii. Percentage reduction in occupational related diseases among staff. iii. Proportion of occupation-related diseases among staff adequately managed by University Health Services iv. Protective facilities	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
GOALS:13 PROMOTE GLOBAL BEST PRACTICES AND GOOD GOVERNANCE							
1.	To ensure the compliance of the university with the policies on service delivery	Increasing awareness and capacity of the SERVICOM Unit	i. Publicize the policies on service delivery among staff and students ii. strength the capacity of the SERVICOM Unit	VC, Registrar SERVICOM Unit	25 million	i. Efficient and effective services ii. Clients' feedback	2019-2023
2.	To promote community service	Enhancing community services through appropriate motivation and reward strategies	Stress importance of community service in promotion	VC, Registrar, Provost, Dean and HOD's	2 million	i. Better community service ii. Improved work ethics	2019-2023
3.	To promote innovation advocacy in the dissemination of research findings	Encouraging advocacy for innovation based on research findings via research fair	Conduct annual research fairs to bring innovation closer to stakeholders	VC, DVC (RTI), DAP	10 million	i. Annual research fairs ii. Innovation prototypes	2019-2023
4.	To reactivate the approved policy for emeritus professor	Setting up a committee on appointment of emeritus professors	Put in place a senate standing committee on emeritus professors	VC, Deans and HODs	1 million	A new template for appointing emeritus professor	2019-2023
5.	To develop objective criteria for appointing emeritus professor		Charge the Committee to develop criteria for appointing emeritus professors.	VC, Deans Reg., and HODs			2019-2023
6.	To appoint at least one (1) emeritus		i. Invite nominations from the Faculties.	VC, Deans Reg., and	1 million	Emeritus Professors appointed	2019-2023

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
	professor in each of the older faculties		ii. Select emeritus professors based on the criteria	HODs			
7.	To establish an ad-hoc committee for writing statements of defence claims, on case-by-case basis on litigations involving the university	Setting up a committee with the relevant mandate and guidelines	i. Set up the committee ii. Describe the mandate iii. Specify TOR, guidelines	VC, DLS	5 million	i. Number of cases won by the university ii. Number of out-of-court settlements	2019-2023
8.	Encourage familiarization with basic governance instruments(e.g University Acts, Academic Brief, Master Plan, Strategic Plan, etc)among members of the University Management and Administration	1. wide circulation of documents 2. Placing documents on the web-site	i. Produce and circulate the documents ii. Put e-copies on the web-site	VC, Registrar, DPPU, DAP	5 million	Better knowledge of content of basic documents guiding university governance by staff	2019-2013

S/N	OBJECTIVES	STRATEGIC PLANNING/ ACTION PLAN	ACTIVITIES	ACTORS	BUDGET ₦	DELIVERABLE/ OUTCOME	TIME LINE
9.	To promote the emergence of Centres of Excellence	<p>1. Reactivating the Faculty Open Day</p> <p>2. Developing criteria for identifying Centres of Excellence based on Staff & Students performance at Departmental, Faculty, National, & International Level.</p> <p>3. Motivating departments & Faculties with top thirty staff & students both morally & financially.</p>	<p>i. Include discipline related entrepreneurs and other stakeholders in the Faculty Board</p> <p>ii. Set aside an annual date for the Open Day celebration</p> <p>iii. Identify industry-University linkage opportunities</p> <p>i. Produce a Centre of Excellence identification document.</p> <p>ii. Apply the criteria diligently and conscientiously.</p> <p>iii. Set up a Centre of Excellence committee.</p> <p>iv. Encourage centres of Excellence with research funds and equipment.</p>	<p>Dean, Faculty Board, HODs, University Management</p> <p>VC, DVC (RTI) , DAP</p>	<p>15 million</p> <p>300 million</p>	<p>i. Students and Staff's optimal performance nationally and internationally</p> <p>ii. Enhanced teaching, research and community service outputs.</p> <p>iii. Emergence of national and international Centres of Excellence within the University.</p>	2019-2013

7. STRATEGY FOR FEEDBACK MONITORING AND EVALUATION

Introduction

The 2019-2023 Strategic Plan has 13 goals, which were broken into objectives with strategies and activities. The main actors include the University Council, Senate and all the respective stakeholders within the system. This chapter contains the Strategy for Feedback Monitoring and Evaluation of the Strategic Plan. As a major strategy for monitoring the implementation of this strategic plan, two components were developed. These are:

A. Performance Indicators

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

B. Verifiable Results

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

7.1 BENCHMARKS

Outcomes of the 2014-2018 Strategic Plan which was dubbed Soaring On should serve as the initial benchmarks for the 2019-2023 Strategic Plan. Data generated from the end point evaluation serve as the reference point for subsequent monitoring and evaluation. There is however an urgent need to commission a benchmarking data collection exercise to enhance the effective feedback monitoring and evaluation of the 2019-2023 Strategic Plan.

7.2 QUALITY ASSURANCE

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

7.2.1 Monthly Reports

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

7.2.2 Quarterly Reports

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

7.2.3 Annual Reports

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

7.2.4 Total Participation

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

7.3 Conclusion

Realizing that the successful implementation of the strategic plan depends almost entirely on the feedback, monitoring and evaluation strategy, sufficient funds should be voted for this exercise as a part of the plan so that it is not affected by the vagaries of officialdom and bureaucracy. For this purpose, five percent (5%) of the total budget should be set aside.

8. FINANCIAL ANALYSIS

S/N	GOAL 1: ENCOURAGE ADVANCEMENT OF KNOWLEDGE			
	N5,041,000,000.00k	Capital ₦	Recurrent ₦	Total ₦
1	Build six ultra-modern lecture theatres with communication technologies of various capacities	3,000,000,000.00		
2	Coordinating the restructuring of existing and/or development of new viable academic programmes		10,000,000.00	
3	Establishment of a Quality Assessment Office under the Academic Planning Unit		500,000.00	
4	Collaboration between the Faculties, Departments and other relevant Units	300,000,000.00	200,000,000.00	
5	Intensification of access to grants information and encouragement of competitive bidding		2,500,000.00	
6	Provide, furnish and equip the CODL office	500,000,000.00		
7	Test Item Writing Workshops for academic staff		10,000,000.00	
8	Upgrade of the library in terms of extension of the physical structure, acquisition of current books and journals	500,000,000.00		
9	Procurement of equipment for Laboratories, Workshops, Resource Rooms	15,000,000.00		
10	Production and procurement of instructional materials	500,000,000.00		
11	Strengthening the Centre for International Education		500,000.00	
12	Workshops and training		2,500,000.00	

		4,815,000,000.00	226,000,000.00	5,041,000,000.00
	GOAL 2: DEPLOY APPROPRIATE AND ADEQUATE ICT FACILITIES IN CORE UNIVERSITY FUNCTIONS			
	N3,328,000,000.00k			
1	Extension of the NOC building	120,000,000.00		
2	Developing, deploying and managing Enterprise cloud solutions for quality performance and efficiency in University operations	400,000,000.00		
3	Based on 1 and 2 strategies above develop a working plan for development of ICT infrastructure	150,000,000.00		
4	Based on the reviewed ICT Policy, implement site licensing software acquisition	100,000,000.00		
5	Deploy wireless infrastructure for on-campus roaming for staff, students and authorized guests		500,000.00	
6	Employment and Deployment of Qualified ICT personnel for quality control of ICT transactions		10,000,000.00	
7	Establishment of ICT based instructional development centre	750,000.00		
8	Establishment of ICT Policy Enforcement Team		200,000.00	
9	Encourage blended teaching where ICT supplements traditional instruction.	400,000,000.00		
10	Organizing trainings and workshops on ICT application for administrative purposes.		5,000,000.00	

11	Survey existing application of ICT in information management.		50,000.00	
12	Survey of existing ICT research infrastructure across the University	50,000,000.00		
13	Develop assessment and evaluation instrument on staff and students' ICT needs		250,000.00	
14	Lay fibre optic cables to cover the built-up parts of the University which are yet to be on the fibre optic network.	150,000,000.00		
15	Upgrading of University internet bandwidth to Gbps range		120,000,000.00	
16	Implement electronic document management system for institutional distribution of documents (minutes of meetings, senate proceedings, circulars, bulletins, pay-slip, etc.).		1,000,000.00	
17	Organization of workshops on ICT based instructional material development.		20,000,000.00	
18	Provision of alternative energy sources with focus on green energy.	1,500,000,000.00		
18	Train core ICT professionals to support ICT application in research.		25,000,000.00	
20	Develop assessment and evaluation instrument on staff and students' ICT needs	250,000.00		
21	Ensure digital storage, retrieval and utilization of medical records.		5,000,000.00	
22	Implement the provision of assistive ICT facilities and infrastructure for students and staff with disabilities	10,000,000.00		
23	Upgrade/replace existing systems for administrative purposes	10,000,000.00		
24	Development of ICT research infrastructure	50,000,000.00		
25	Provide necessary tools, hardware, and software for course development.	200,000,000.00		

		3,141,000,000.00	187,000,000.00	3,328,000,000.00
	GOAL 3: PROMOTE PROBITY, PROFESSIONALISM, EQUITY AND CORE VALUES			
	N69,000,000.00k			
1	Enlarge the goals and objectives of the Centre for Supportive Services for the Deaf to embrace other people with disability		10,000,000.00	
2	Sustaining equity and justice in the award processes and document acts of integrity by University stakeholders		2,000,000.00	
3	Prepare the document		7,000,000.00	
4	Prepare the statements for display;		50,000,000.00	
		-	69,000,000.00	69,000,000.00
	GOAL 4: PRODUCE GLOBALLY-COMPETITIVE GRADUATES			
	N3,131,000,000.00k			
1	Engage graduate students as Tutorial Assistants		10,000,000.00	
2	Expand Technical and Entrepreneurial Centre (TEC) for greater acquisition of skills for self-employment	1,250,000,000.00		
3	Call for enrolment and support in Newspaper adverts, Unilorin FM Radio and University website		25,000,000.00	
4	Conduct orientation on code of Ethics for a minimum of one week		15,000,000.00	
5	Emphasise the cognitive, effective and hands-on training and learning in all programmes		25,000,000.00	

6	Establish in each Department at least one linkage over the plan period		75,000,000.00	
7	Maintain NUC staff-students' ratio as prescribed for all academic programmes		500,000.00	
8	Monitor delivery of lectures		2,000,000.00	
9	Promote awareness of the rules and regulations governing examinations		1,000,000,000.00	
10	Sustain and improve on the guidance and counselling services		5,000,000.00	
11	Sustaining and improving on the high admission standards		50,000,000.00	
12	Publicise sanctions against decided cases		50,000,000.00	
13	Make budgetary provision for the needs assessment allocations for departments		500,000,000.00	
14	Mount annual workshops on application writing and interview techniques for final year students		2,500,000.00	
15	Provide incentives that will encourage PPP on BOT		1,000,000.00	
16	Sustain enforcement of rules and sanctions against all forms of anti-social behaviour including cultism		10,000,000.00	
17	Engage graduate students as Tutorial Assistants		10,000,000.00	
18	Encourage and promote activities such as work-study, sports, debate, drama, etc.		100,000,000.00	
		1,250,000,000.00	1,881,000,000.00	3,131,000,000.00
	GOAL 5: FOSTER INTERNATIONALISATION, PARTNERSHIPS AND LINKAGES			
	N250,000,000.00k			

1	Explore opportunities for exchange through sabbatical appointments, postdoctoral fellowships and research visits		75,000,000.00	
2	Seek opportunities for attachment of students for IT in public and private organisations		75,000,000.00	
3	MOUs		75,000,000.00	
4	Explore opportunities for staff and students' exchange in MOUs		25,000,000.00	
		-	250,000,000.00	250,000,000.00
	GOAL 6: ACHIEVE EFFECTIVE AND EFFICIENT HUMAN RESOURCE MANAGEMENT			
	N1,153,000,000,00k			
1	Design and implement bi-annual training programmes		25,000,000.00	
2	Furnish existing offices adequately	600,000,000.00		
3	. Develop an acceptable policy, framework for sponsorship of staff to local and international conferences		30,000,000.00	
4	Update recruitment policies and procedures		25,000,000.00	
5	Include orientation of staff going into new offices (Level advisers, HODs, Deans, Directors etc.) into the University calendar.		25,000,000.00	
6	Train staff of Human Resources department on Training Needs Analyses techniques		25,000,000.00	

7	Organised a workshop for Provost, Deans and Heads of Departments on the implementation of the mentoring programme		20,000,000.00	
8	Periodic Review of promotion policy		3,000,000.00	
9	Sponsor academic staff to at least one local or one international conference annually		300,000,000.00	
10	Sponsor senior non-teaching staff to at least one local or one international professional conference annually		100,000,000.00	
		600,000,000.00	553,000,000.00	1,153,000,000.00
	GOAL 7: INCREASE REVENUE GENERATION AND COST CONTROL OBJECTES			
	N13,067,000,000.00k			
1	Explore the possibility of establishing in mechanized commercial farming	150,000,000.00		
2	Instituting Endowment activities in various faculties and units		75,000,000.00	
3	Putting in place a vibrant University Policy that will promote lifelong partnership with the Alumni		2,000,000.00	
4	Involvement of state governments' presence in the University funding activities		5,000,000.00	
5	Involvement of Student Union in funding activities		10,000,000.00	
6	4. Conducting strategic advocacy to Alumni		25,000,000.00	
7	Continuously monitoring the activities of revenue generating unit		50,000,000.00	
8	Motivate the academics to write award- winning proposals		50,000,000.00	
9	Providing enabling environment to attract investors			

		200,000,000.00		
10	Designing and mounting new programmes within the Plan Period	2,500,000,000.00		
11	Empowering the Advancement Office for better performance	10,000,000,000.00		
		12,850,000,000.00	217,000,000.00	13,067,000,000.00
	GOAL 8: CONTRIBUTE TO ENVIRONMENTAL SUSTAINABILITY			
	N270,500,000.k			
1	Assess, design and cost necessary works		12,500,000.00	
2	Embark on a mixture of soft and hard methods of landscaping		500,000.00	
3	Ensure that the Committee is active		2,500,000.00	
4	Adopt green culture in the construction and maintenance of the University structures Maintain waste and dump site		25,000,000.00	
5	Set up a committee to maintain and improve existing landscape	2,500,000.00		
6	Circulate the environmental policy document	7,500,000.00		
7	Landscape and beautify all developed areas to the level around the senate and auditorium buildings	20,000,000.00		
8	Fumigate regularly the nooks and crannies of living and working areas of the University	30,000,000.00		
9	Fumigate regularly the nooks and crannies of living and working areas of the University	50,000,000.00		
10	ix. Provide toilet facilities in strategic locations on campus	120,000,000.00		
				270,500,000.00

		230,000,000.00	40,500,000.00	
	GOAL 9: SCALE-UP AVAILABILITY AND MAINTENANCE OF INFRASTRUCTURAL FACILITIES IN THE UNIVERSITY			
	N8,050,000,000.00k			
1	Build and equip at least one (1) library for each faculty	750,000,000.00		
2	Design new building proposals and construct them	3,000,000,000.00		
3	Equip Works Department with adequate and necessary manpower and implements for	750,000,000.00		
4	Continuously train laboratory personnel such as	450,000,000.00		
5	Drill more viable commercial boreholes	200,000,000.00		
6	Encourage more private transporters to partake in	50,000,000.00		
7	Invest in power generation research and development	300,000,000.00		
8	Provide funds for the digitization of the Master Plan	50,000,000.00		
9	Set up Water Usage Monitoring Committee		50,000,000.00	
10	Strengthen Works Department with	200,000,000.00		
11	Upgrade laboratory spaces and existing equipment in relevant departments	2,250,000,000.00		
		8,000,000,000.00	50,000,000.00	8,050,000,000.00
	GOAL 10: ENHANCE WELFARE SERVICES FOR STUDENTS AND STAFF			
	N935,000,000.k			

1	Empower Technical and Entrepreneurial Centre (TEC) to manage the work-study programme		20,000,000.00	
2	Improve the current policy on sports activities in the university	500,000,000.00		
3	Improve the current policy on University medicare	50,000,000.00		
4	Procure state-of-the-art equipment for the Diagnostic centre	50,000,000.00		
5	Provide more office space and state-of-the-art facilities for the Unilorin Counselling and Human Development Centre	10,000,000.00		
6	Expand the existing health services infrastructure to accommodate the growing population of students and staff	300,000,000.00		
7	Organise training, seminar, workshops for staff on student mentoring		5,000,000.00	
		910,000,000.00	25,000,000.00	935,000,000.00
	GOAL 11: ENSURE A SAFE AND SECURE UNIVERSITY COMMUNITY & STAKEHOLDERS' PARTICIPATION			
	N490,000,000.k			
1	Continue to educate the University Community on the dangers of cultism and other social vices at least twice a year		10,000,000.00	
2	Establish MoUs with State Government and Security Agencies.		10,000,000.00	
3	Procure and maintain monitoring and surveillance vehicles (6 vehicles)	150,000,000.00		
4	Review the existing security policy to capture 50% outsourcing		100,000,000.00	

5	Train and re-train staff of the University Intelligence Unit		5,000,000.00	
6	Upgrade the existing Fire and Safety Unit	75,000,000.00		
7	Overhaul the surveillance system for the Security Unit	30,000,000.00		
8	Provide road network around the university boundary for ease of security monitoring and patrol	50,000,000.00		
9	Provide and maintain street light for illumination of the University environment	50,000,000.00		
10	Establish MoUs with State Government and Security Agencies.		10,000,000.00	
		355,000,000.00	135,000,000.00	490,000,000.00
	GOAL 12: CONTRIBUTE TO THE PREVENTION AND CONTROL OF COMMUNICABLE AND NON-COMMUNICABLE DISEASES			
	N147,500,000.k			
1	Instituting periodic (yearly) medical examination of staff and students		5,000,000.00	
2	Create awareness		5,000,000.00	
3	Include HIV, AIDS education in the curricula of the University to increase awareness e.g., GNS 211 &311		7,500,000.00	
4	Partnership with international agencies on prevention and control of diseases of public health importance components of the landscape		12,500,000.00	
5	Include HIV, AIDS education in the curricula of the University to increase awareness e.g., GNS 211 &311		2,500,000.00	

6	Instituting periodic (yearly) medical examination of staff and students		5,000,000.00	
7	Produce information materials on HIV, AIDS and other public health issues for staff and students		50,000,000.00	
8	Preserve relevant trees and add appropriate species for beautification	60,000,000.00		
		60,000,000.00	87,500,000.00	147,500,000.00
	GOAL 13: PROMOTE GLOBAL BEST PRACTICES AND GOOD GOVERNANCE			
	N511,500,000.k			
1	Charge the Committee to develop criteria for appointing emeritus professors.		1,000,000.00	
2	Conduct annual research fairs to bring innovation closer to stakeholders		10,000,000.00	
3	Include discipline related entrepreneurs and other stakeholders in the Faculty Board		15,000,000.00	
4	Invite nominations from the Faculties.		1,000,000.00	
5	Produce and circulate the documents		5,000,000.00	
6	Publicize the policies on service delivery among staff and students		25,000,000.00	
7	Set up the committee		5,000,000.00	
8	Set up a Centre of Excellence committee.	300,000,000.00		
10	Stress importance of community service in promotion		2,000,000.00	
		360,000,000.00	151,500,000.00	511,500,000.00
	Grand Total			36,443,500,000.00

