

BAYERO UNIVERSITY, KANO



STRATEGIC PLAN

2021 – 2025

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Vision

To lead in Research and Education in Africa



Mission

Committed to addressing African developmental challenges through cutting-edge research, knowledge transfer and training of high quality graduates.



Core Values

Humanity and Sacrifice
Discipline and Commitment
Integration and Active learning
Professionalism and Good Governance
Innovation and Creativity



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FOREWORD

In the last decade, Bayero University, Kano has experienced a tremendous growth in infrastructure, teaching and learning facilities. The diversification of academic programmes and transformation of the University to an advanced research University in line with the vision of the University in promoting high quality and cutting-edge research are key goals of the institution in the current strategic plan. In furtherance to this, the plan has as its thrust, sustaining high quality academic programmes for international competitiveness, transformation of the University to an ICT-Driven one in operations and services while expanding its funding base for sustainability. In addition, the University seeks to overcome the challenges and provision of efficient municipal services, enhancing efficiency in university administration, providing, and retaining highly resourceful, motivated and efficient staff while promoting leadership and skills acquisition among students and fostering synergy between the University and the Community.

These will be achieved by employing the following strategies:

- Holistic reform of the University postgraduate policy to be consistent with global best practice.
- Introduction of interdisciplinary higher degree programmes oriented at addressing contemporary challenges and wealth creation.
- Infusing flexibility into the higher degree training through introduction of part-time regular programmes and integration of elements of distance learning modules.
- Embark on a dedicated policy for improvement in enrolment into academic postgraduate programmes to attain 50% level relative to that of undergraduates in the next five years.
- Creation of enabling learning environment through provision of standard learning and research facilities, on-campus international student accommodation, re-strengthening ethics and putting in place a robust quality assurance model that guarantees quality training and timely completion.
- Engage in collaboration and partnership as well as access to competitive grants across the globe.

It is my hope that the foregoing developments will position the university along the trajectory of metamorphosis to an advanced research institution.

I thank all those who have contributed to the production of this document while praying that the Almighty Allah spare our lives in good health to implement the Plan.

Professor Sagir Adamu Abbas FMAN
Vice Chancellor

SWOT ANALYSIS LOGFRAME MATRIX

A. STRENGTHS

S/N	STRENGTH	ENHANCING IT	SUSTAINING IT	UTILISING IT
1	Highly qualified academics with specialization in diverse fields.	Continuous recruitment of qualified academics, retention and training of existing ones.	Ensuring excellent work environment and harmonious labour relations.	<ul style="list-style-type: none"> a. Producing high quality graduates b. Conducting high impact research and innovations
2	Vigorous academic staff development programmes.	<ul style="list-style-type: none"> a. Creating more opportunities for academic staff development. b. Academic mobility (staff exchange) c. Encouraging international exchange of staff. d. Fostering linkages with other universities and institutions. 	<ul style="list-style-type: none"> a. Collaborative networks with the research institutions across the world. b. Sourcing adequate funds for further staff development. 	<ul style="list-style-type: none"> a. Retention and full engagement of trained academic staff for quality output. b. Engaging all trained academic staff for quality output. c. Attracting cutting-edge research grants. d. Staff engagement in global research.
3	Good governance and credible university Leadership.	<ul style="list-style-type: none"> a. Providing inclusive governance. b. Encouraging participatory decision making. c. Enhancing communication and feedback mechanisms 	<ul style="list-style-type: none"> a. Promoting leadership by example. b. Institutionalizing responsive and accountable leadership. c. Promoting the principle of openness and transparent leadership 	<ul style="list-style-type: none"> a. Fostering interactive decision making process. b. Ensuring credible and democratic leadership succession. c. Consultation and inclusive leadership.
4	Availability of well-trained, qualified and dedicated non-teaching staff.	<ul style="list-style-type: none"> a. Continuous training and capacity building. b. Provision of appropriate working tools. 	Ensuring conducive working environment and harmonious labour relations.	Appropriate deployment of personnel.
5	High demand for the university's programmes.	<ul style="list-style-type: none"> a. Introducing new programmes and expanding infrastructural teaching and research facilities. b. Introducing online courses. c. Adherence to carrying capacity. 	Adherence to laid down criteria of admission and sustaining academic excellence.	Admitting the best suitable candidates into programmes.
6	High moral and ethical standards among staff and students.	Upholding and propagating the collective values of the university.	Complying with the core values of the university.	<ul style="list-style-type: none"> a. Improve visibility and patronage of the University. b. Producing graduates worthy in character and learning.

SWOT ANALYSIS LOGFRAME MATRIX

S/N	STRENGTH	ENHANCING IT	SUSTAINING IT	UTILISING IT
7	Minimal student unrest and staff industrial disputes on local issues.	<ul style="list-style-type: none"> a. Ensuring the welfare of staff and students. b. Effective communication. 	Maintaining regular consultation with staff and student unions.	<ul style="list-style-type: none"> a. Effective teaching and learning environment b. Uninterrupted university calendar c. Provision of basic social amenities and utility services.
8	Consistent achievement of full accreditation for all academic programmes visited by the NUC and other professional bodies.	<ul style="list-style-type: none"> a. Optimum staffing. b. Adequate and appropriate library services and digital resources. c. Regular supply and maintenance of state-of-the art laboratory equipment. d. State of the art clinical and theater teaching facilities for health science students. 	Strict adherence to standards set by regulatory and professional bodies.	<ul style="list-style-type: none"> a. Attracting more grants and students. b. Mounting of new innovative and attractive programmes.
9	High rating of the university's graduates.	<ul style="list-style-type: none"> a. Enhancement of high quality teaching and research. b. Ensuring credible conduct of examinations. 	<ul style="list-style-type: none"> a. Ensuring the admission of qualified students and the recruitment of qualified staff. b. Improving the student –lecturer ratio c. Improving service delivery. 	<ul style="list-style-type: none"> a. Building strong alumni relations. b. Creation of an effective graduate tracer system
10	Diversity of staff and students.	Recognizing merit in employment of staff and admission of students.	Maintaining equal opportunity policy.	Pursuance of development through inclusiveness.
11	Harmonious relationship among the university community.	<ul style="list-style-type: none"> a. Improving staff-student relations. b. Ensuring an effective communication system for better understanding. 	Encouraging and supporting initiatives that improve staff-student relations.	<ul style="list-style-type: none"> a. Improving the teaching and learning atmosphere effectively. b. Improving productivity.
12	Existence of collaborations and linkages.	<ul style="list-style-type: none"> a. Exploring new avenues of collaborations for research and development (R&D) activities. b. Expanding the scope of institutional linkages. c. Providing periodic report on the performance of the linkages. 	<ul style="list-style-type: none"> a. Strengthening the Affiliation and Linkages Unit of the university. b. Meeting all obligations and responsibilities on existing linkages and collaborations effectively. 	<ul style="list-style-type: none"> a. Boosting research and staff development. b. Identification of the sources of research funding and collaborations. c. Establishment of additional linkages and collaborations.

SWOT ANALYSIS LOGFRAME MATRIX

S/N	STRENGTH	ENHANCING IT	SUSTAINING IT	UTILISING IT
13	Sporting and recreational facilities.	a. Encouraging maximum utilization and continuous expansion of existing facilities	a. Regular maintenance of the pitches and other sporting facilities.	a. Making optimum use of the facilities. b. Promoting inter-faculty and inter-university-based sport activities
		b. Student exchange visits c. Organizing tournaments for various categories of university community members.	b. Strengthening the commitment of students participation in sports c. Optimum utilization of the facilities	c. Promoting health and mental well-being of staff and students.
14	Specialized and community-focused research and training centres.	a. Exploring new frontiers of research through linkages. b. Engaging in academic discourse on community-based, national and international issues.	a. Adequate funding. b. Internal collaboration. c. Regular dissemination of research findings and contribution to policy issues. d. Contributing to national development via intervention on local and international concerns.	a. Guaranteeing quality research. b. Providing framework for policy review.

B. WEAKNESSES

S/N	WEAKNESS	ITS EFFECTS	ELIMINATING IT	MINIMISING THE EFFECTS
1	Limited visibility in the global research profile.	a. Limiting access to global partnership and linkages. b. Low reputation in world university rankings. c. Undermining accessibility to research funds. d. Inhibiting the attraction of fellowships and sabbatical staff from world-class universities. e. Low research impact.	a. Creating E-access to local journals. b. Encouraging and supporting staff to publish in high Impact journals. c. Supporting staff to participate in international conferences, workshops and round-tables. d. Providing a viable robust website. e. Encouraging staff to be more visible online through platforms such as research gate, google scholar etc.	a. Strengthening the existing global outreach. b. Upgrading University ICT facilities. c. Provision of uninterrupted electricity supply. d. Incentivize publishing quality publications e. Incentivize publishing in high impact journals.

SWOT ANALYSIS LOGFRAME MATRIX

S/N	WEAKNESS	ITS EFFECTS	ELIMINATING IT	MINIMISING THE EFFECTS
2	Large classes.	<ul style="list-style-type: none"> a. Inhibiting conducive learning. b. Poor evaluation of teaching and learning. c. Creating uneasiness in result processing. 	Providing additional infrastructures through grants and endowments.	<ul style="list-style-type: none"> a. Splitting large classes. b. Routine maintenance of existing infrastructure. c. Introducing online / blended classes. d. Optimal scheduling of academic activities. e. Further decentralization in teaching lower level courses. f. Deployment of open access courseware.
3	Low landscaping.	<ul style="list-style-type: none"> a. Affecting pedestrian movement. b. Causing flooding and affecting the beauty of the campus environment. c. Inhibits creative thinking. 	<ul style="list-style-type: none"> a. Embarking on vigorous landscaping of campus environment. b. Providing more drainages. c. Establishment of green environment. d. Capacitating the MSD for effective service delivery. 	<ul style="list-style-type: none"> a. Regular cleanliness of the campus environment and conversion of waste to energy. b. Liaising with NGOs, Government agencies and other stakeholders to carry out and sustain tree planting campaigns on campus. c. Landscaping in all new construction. d. Improving water supply to maintain the green environment. e. Expanding existing walkways to allow for free pedestrian traffic.
4	Low level utilization of existing ICT resources.	<ul style="list-style-type: none"> a. Limiting access to global academic resources b. Constraining the delivery of teaching and learning c. Affecting the quality of research output. 	<ul style="list-style-type: none"> a. Providing appropriate ICT infrastructure in lecture halls, laboratories, offices and residential areas. b. Making ICT appreciation mandatory. c. Training and retraining of staff and students on use of ICT d. Providing modules and schedules for routine training of staff and students. 	<ul style="list-style-type: none"> a. Upgrading university ICT resources. b. Sensitizing staff and students to utilize existing ICT facilities and services. c. Creating and effectively utilizing a listserv. d. Regular Training and retraining of staff on use of ICT resources.
5	Inadequate funds.	Slowing down the development of the university.	Implementing the Bayero University Investment Company Steering Committee Report.	<ul style="list-style-type: none"> a. Prudent use of available resources. b. Investing for returns to BUK in the Bayero University Investment Company.

SWOT ANALYSIS LOGFRAME MATRIX

S/N	WEAKNESS	ITS EFFECTS	ELIMINATING IT	MINIMISING THE EFFECTS
6	Inadequate number of academic staff in some programmes.	<ul style="list-style-type: none"> a. High student-staff ratio. b. Increasing stress on academic staff and hampering efficiency. 	Recruiting more lecturers in the affected programmes and admitting students relative to capacity.	<ul style="list-style-type: none"> a. Filling the existing vacant academic positions. b. Utilizing the services of postgraduate teaching assistants.
7	Insufficient students' halls of residence.	<ul style="list-style-type: none"> a. Overcrowding. b. Poor hygiene. c. Undue stress on available halls of residence. 	<ul style="list-style-type: none"> a. Encouraging the development of student's villages in the neighborhood of the University. b. Encouraging private developers on BOT basis. 	Enforcing regulations on the allocation and utilization of halls of residence.
8	Inadequate staff housing.	Affecting productivity.	<ul style="list-style-type: none"> a. Increasing and facilitating housing loans for staff. b. Collaboration with private organizations to build houses for staff on Owner-occupier basis. c. University to build new staff housing estates. 	Empowering staff to build their own houses.
9	Expansion of physical Infrastructure without corresponding provision of municipal services.	<ul style="list-style-type: none"> a. Poor maintenance of new infrastructure. b. Poor hygiene and environmental sanitation. c. Overstretching basic supplies (water, power and security services). d. Expanding demand for more user-unfriendly buildings. 	<ul style="list-style-type: none"> a. Developing a new Master Plan to integrate new physical infrastructural development. b. Quality control in physical planning c. Involving end-user and academic support in the conception and monitoring of project. 	<ul style="list-style-type: none"> a. Proper supervision and maintenance of existing infrastructure. b. Enhancing the supply of municipal services. c. Improvement and remodeling of buildings.
10	Inadequate record management	<ul style="list-style-type: none"> a. Tarnishing the image of the university. b. Poor planning c. Repeated request for information. 	Digitization and backup of records.	Capacity building on record management.
11	Inadequate dissemination of and collaboration in research.	<ul style="list-style-type: none"> a. Lack of synergy with end users and other research institutions. b. Low research output. 	Encouraging multi-disciplinary and collaborative research.	Creating a university research index.

SWOT ANALYSIS LOGFRAME MATRIX

S/N	WEAKNESS	ITS EFFECTS	ELIMINATING IT	MINIMISING THE EFFECTS
12	Limited knowledge exchange between the university and the local community.	<ul style="list-style-type: none"> a. Research output less relevant to the community. b. Low impact of the university on the community. c. Poor cooperation between the university and the community. 	<ul style="list-style-type: none"> a. Active outreach to the community. b. Identification and promotion of local research. c. Promotion of local technology. 	Emphasizing community-focused research.

C. OPPORTUNITIES

S/N	OPPORTUNITY	CONSTRAINTS	HARNESSING IT
1.	Support from and cooperation with governments and traditional institutions.	<ul style="list-style-type: none"> a. Poor outreach to the state governments and traditional institutions. 	Developing strategies for collaboration that are mutually beneficial.
2.	Commercial and Industrial opportunities in Kano.	<ul style="list-style-type: none"> a. Poor interface with industries. b. Inability to demonstrate self-worth. 	<ul style="list-style-type: none"> a. Developing an interface between the university and the industries. b. Developing products that can succeed in the market. c. Developing greater collaborations with international organizations.
3.	Support from Alumni.	Inability to harness the support.	<ul style="list-style-type: none"> a. Creating a strong link with the alumni. b. Ensuring the existence of and support from a functional alumni association. c. Strengthening the university Advancement Office to make it more effective.
4.	Potentials for consultancy services.	Ineffective marketing strategies.	<ul style="list-style-type: none"> a. Developing marketing strategies for community needs. b. Generating policy on relevant information, extension services and base line data for development purposes.
5.	Accessibility to universal research grants.	<ul style="list-style-type: none"> a. Lack of awareness on potential research opportunities. b. Inability to write fundable proposals. 	<ul style="list-style-type: none"> a. Capacity building in developing grant-winning research proposals. b. Encouraging staff to write fundable proposals. c. Creating awareness for research opportunities. d. Develop capacity for successful implementation of grants.
6.	Accessibility to corporate support and partnership.	<ul style="list-style-type: none"> a. Lack of will for corporate and social responsibility. b. Deteriorating condition of the economy. 	Creating a strong partnership with corporate individuals and organizations to attract support.

SWOT ANALYSIS LOGFRAME MATRIX

S/N	OPPORTUNITY	CONSTRAINTS	HARNESSING IT
7.	Availability of reputable centres of excellence.	Poor coordination.	<ul style="list-style-type: none"> a. Pursuing inter-centre collaboration in research and services. b. Motivating staff towards efficient and effective service delivery.
8.	Availability of new tertiary institutions.	Poor utilization of staff and facilities for training	<ul style="list-style-type: none"> a. Provide training of scholars and academics for the new institutions. b. Organize workshops on capacity building for staff of the new institutions.
9.	Globalization: Attracts foreign students/scholars and international linkages.	<ul style="list-style-type: none"> a. Inadequate capacity for exploring global scholarship opportunities. b. Poor infrastructure (hostels) c. Low institutional competitiveness d. Low remunerations that discourages foreign workers to apply e. Poor marketing of locally inspired unique programmes 	<ul style="list-style-type: none"> a. Encourage compliance to best practices. b. Provision of international hostels c. Appointing an International desk officer to support settlement of foreign staff and students. d. Developing the capacity for internalisation of the university. e. Explore external endowments and funds to provide internationally competitive positions / chairs. f. Developing attractive innovative and catchy programmes.

D. THREATS

S/N	THREAT	ITS EFFECTS	MINIMISING IT	ELIMINATING IT
1.	Declining academic standards in pre-tertiary institutions in the country.	Admission of candidates with weak academic background.	<ul style="list-style-type: none"> a. Strengthening admission criteria. b. Effective teaching at the foundation level by the senior academics. c. Re-introduction of the tutorial system. d. Strengthening evaluation. e. Introducing presentation-based teaching and other active learning strategies. f. Strengthening students mentoring 	<ul style="list-style-type: none"> a. Collaboration with State governments in the catchment area of the university on capacity building of primary and secondary school teachers. b. Influencing policy through collaboration with governments. c. Re-introducing teacher-training and mentoring among newly recruited academic staff.
2.	High cost of municipal services.	<ul style="list-style-type: none"> a. Increased overhead. b. Low academic achievement by staff. c. Poor hygiene. d. Disorganization of academic activities. 	<ul style="list-style-type: none"> a. Optimal utilization of power plants and boreholes in the university. b. Reaching out to municipal service providers, the alumni and corporate individuals and organizations. 	Making the solar plants work optimally and provision of waste to energy generators.

S/N	THREAT	ITS EFFECTS	MINIMISING IT	ELIMINATING IT
3.	Difficulty in accessing funds for research and development.	Creates weak innovation environment.	Develop capacity for effective grantsmanship.	Implement university research and IP policies.
4.	Inadequate private sector support.	<ul style="list-style-type: none"> a. Loss of potential sources of funds. b. Research output not relevant to private sector. 	<ul style="list-style-type: none"> a. Reaching out to the private sector. b. Advocacy for collaboration between the university and the industry. 	<ul style="list-style-type: none"> a. Strengthening research capacity of staff. b. Advocacy for supportive government policies.
5.	Security	Frequent theft and trespass on staff and university properties.	Engaging State and private securities for improved surveillance in the campuses.	Implement the University security policy.

GOALS AND OBJECTIVES

The University intends to achieve the goals and objectives as presented below:

GOAL 1: Promoting High Quality and Cutting-edge Research				
OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
i. To strengthen the existing research centres, in order to produce high impact research capable of generating intellectual property.	<ul style="list-style-type: none"> a. Expand access to resource funds, both locally and internationally b. Encourage research centres to establish thematic research groups c. Promoting collaborative and multidisciplinary research across centres, faculties and departments. d. Establish incubation centres to promote entrepreneurship and innovation. e. Encourage specialization and professionalism. f. Promote specialization in indigenous knowledge and national and regional development. g. Develop capacity for generating intellectual property. h. Explore spin-offs and joint ventures in engineering, agriculture and biotechnology. i. Strengthening existing research collaborations. j. Initiate new national and international collaborations and linkages. k. Ensure compliance with university IP and research policies. 	<ul style="list-style-type: none"> a. The Directorate of Research, Innovation and Partnership DRIP to work with departments, centres and faculties to translate projects and research into products and services. b. Organizing an annual research fair. c. Building capacity for international research collaboration. d. Incentivizing high impact publication. e. Organizing training workshops on patenting. f. DRIP to monitor and partner with community artisans on local technologies that are viable for development and mmercialization. 	<ul style="list-style-type: none"> a. Turning the University into an advanced research university b. Increased visibility of the university in terms of research and publications. c. Creating positive impact to societal development. d. Attracting more research funds. e. Generating additional internal development fund (IDF). f. Promotion of innovation and local technology in the mercialization of research. 	<ul style="list-style-type: none"> a. Increased research originality. b. Number of high impact publications. c. The number of patents held by the university. d. Number of spinoffs created. e. Number of licensing agreements. f. Value of royalties generated.
ii. To consolidate the existing research centres and directorates to attain their	Centres should be encouraged on realization of their goals and objectives.	<ul style="list-style-type: none"> a. Conducting workshops on proposal writing. b. Organizing annual research 	<ul style="list-style-type: none"> a. Generate baseline data for societal development. b. Provide 	<ul style="list-style-type: none"> a. Increased amount of funds secured by the centres. b. Increase in number of

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
projected goals and objectives.		fairs/exhibitions among all research centres. c. Centres should review / develop mission, vision, objectives and strategic plans. d. Developing implementation strategy. e. Developing M&E mechanism	laboratory research facilities. c. Provide additional IDF for the university. d. Facilitate efficient utilization of the university laboratories.	research grants won by centres. c. Milestones achieved. d. Process towards attainment of mission, goals. e. Numbers of IPs generated.
iii. To put the university on the global intellectual map.	a. Promote high quality academic research publications. b. Ensure compliance to University journal publishing policy. c. Encourage interdisciplinary research and publication. d. Strengthen the Bayero University Press.	a. Publishing high quality academic texts. b. Supporting publication in high impact journal. c. Strengthening BUK repository. d. Digitizing and publishing academic thesis and dissertations on BUK repository.	Increased visibility.	a. Increase in number of new publications. b. Increase in number of citations
iv. To provide avenues for effective intellectual discourse.	a. Supporting more departmental, faculty, university, national and international seminars and conferences. b. To encourage interface between the academic and local community on national and international matters.	a. Organizing seminars and conferences nationally and internationally b. Establishing annual town and gown meetings.	Promoting awareness, education and general enlightenment on crucial national issues.	a. More number of conferences organized. b. Increase in number of academic staff who attend national and international conferences. c. Increase in number of publications d. Increase in number of citations.
v. To strengthen academic and research collaborations with other African universities.	Identify potential universities and research centres for collaboration in Africa.	a. Engaging in collaborative research with African universities and research centres. b. Publishing cutting-edge research output with African universities	Emergence of research output focusing on African-development potentials.	Establishment and number of collaborative research focus on Africa.

GOALS AND OBJECTIVES: GOAL 1

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
<p>vi. Attainment of global reputation in advancing frontiers of knowledge through research and development</p> <p>vii. Enhancement in the production of qualitative high-level manpower to meet the growing demand of higher education sector and other critical sectors of the economy towards the 5th industrial revolution.</p> <p>viii. Achieve internationalization status and brain-gain benefits by attracting the best brains (from among students and staff) across the globe</p> <p>ix. Generation of income for self-sustenance and less reliance on public fund appropriation.</p>	<p>a. Holistic reform of the University postgraduate policy to be consistent with international best practice.</p> <p>b. Introduction of interdisciplinary higher degree programmes oriented at addressing contemporary challenges and wealth creation.</p> <p>c. Infusing flexibility into the higher degree training through introduction of part-time regular programmes and integration of elements of distance learning modules.</p> <p>d. Embark on a dedicated policy for improvement in enrolment into academic postgraduate programmes to attain 50% level relative to that of undergraduates in the next five years</p> <p>e. Engage in collaboration and partnership as well as access to competitive grants across the globe.</p> <p>f. Creation of enabling learning environment through provision of standard learning and research facilities, on-campus international student accommodation.</p> <p>g. Re-strengthening ethics and putting in place a robust quality assurance model that guarantees quality training and timely completion.</p>	<p>a. Construction of a befitting School of Postgraduate Studies.</p> <p>b. Development of interdisciplinary higher degree programmes.</p> <p>c. Deploying stick and carrot approach on PG supervision</p> <p>d. Training of faculty on effective and efficient supervision towards completion of studies in record time.</p> <p>e. Continuous Reviewing student handbook to be responsive to students needs.</p> <p>f. Introduction of more part-time programmes.</p> <p>g. Improving student welfare services.</p> <p>h. Consider policy that regards student as ‘customer’ in the university.</p> <p>i. Introduction of installment payment of fees to encourage more enrolment.</p> <p>j. Academic session for PG student to commence at two different times in the year (October and June)</p> <p>k. Provision of standard learning and research facilities, on-campus</p>	<p>Emergence of a state-of-the-art School of postgraduate studies to match international standards.</p>	<p>a. A befitting School of Postgraduate Studies building completed</p> <p>b. Number of Interdisciplinary high degree programmes established.</p> <p>c. Number of staff trained.</p> <p>d. Increase in graduation rate.</p> <p>e. Increase in timely completion of studies.</p> <p>f. Number of part-time programmes developed.</p> <p>g. Increase in enrolment figures.</p>

GOAL 2: Sustaining High Quality Academic Programmes for International Competitiveness

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
i. To mount new undergraduate programmes.	<ul style="list-style-type: none"> a. To develop necessary curriculum for all the programmes b. To periodically review the curriculum of programmes with a view to identifying new training areas in order to meet the needs of the society. c. Staff recruitment. d. Upgrade necessary infrastructure. e. Improve internalization of staff and students. 	<ul style="list-style-type: none"> a. Following established procedure of approving programmes b. Setting up the machinery for recruiting relevant qualified staff. c. Admission of students into various programmes. d. Advertisement of the new programmes in the appropriate channels e.g. JAMB portal e. Public awareness and sensitization on available programmes f. Changing the nomenclature of some programmes to make them more attractive. g. Unbundling of the B.Sc Mass Communication into various programmes. 	<ul style="list-style-type: none"> a. Achievement of reduction in knowledge gap. b. High level manpower for national development c. The university becoming renowned as a knowledge production centre. 	<ul style="list-style-type: none"> a. NUC approval of the new programmes b. Number of programmes accredited. c. Number of sensitization workshops conducted d. Number of graduates employed.
ii. To increase the postgraduate intake by 15% to 30%.	<ul style="list-style-type: none"> a. Provide necessary infrastructure. b. Recruit additional academic staff. 	<ul style="list-style-type: none"> a. Recruiting relevant staff b. Seek international accreditation for PG Programmes 	<ul style="list-style-type: none"> a. Graduation of M.Sc, M.A and PhD increased. b. The University being transformed to an advanced research institution. 	<ul style="list-style-type: none"> c. Number of programmes with NUC and international accreditation. d. Number of students admitted
iii. Continuous professional development of staff to international standards.	<ul style="list-style-type: none"> a. Training and re-training of staff. b. Exposure to international collaboration and networking. c. International staff exchange. (academic mobility) 	<ul style="list-style-type: none"> a. Organizing regular training workshops. b. Encouraging experiential learning c. Mentoring staff. d. Capacity training programmes on effective student supervision. 	Improved quality of delivery and students' experience.	Number of staff trained.

GOALS AND OBJECTIVES: GOAL 2

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
iv. To develop multimedia facilities for teaching across the university.	<ul style="list-style-type: none"> a. Training for staff. b. Acquisition and deployment of the necessary equipment. 	<ul style="list-style-type: none"> a. Providing audio-visual aids for teaching. b. Providing comprehensive E-learning facilities for effective teaching and learning. c. Providing standard teleconference facilities. d. e. Adopting biometric technology for registering attendance at lectures and examinations. 	<ul style="list-style-type: none"> a. Improved students experience by providing the students with a friendly learning environment. b. Improved visibility of the university. c. Enhanced teaching and learning process. d. High quality research output. 	<ul style="list-style-type: none"> a. Improved student academic performance. b. Higher Graduation output. c. Number of students with clear passes. d. Reduced number of withdrawn students.
v. To improve effective utilization of the library resources.	<ul style="list-style-type: none"> a. To create awareness on the use of the existing library resources. b. To improve the internet connectivity by providing a broadband service to the university. c. To improve the capacity of library staff 	<ul style="list-style-type: none"> a. Automation of the University Library services. b. Increasing the library holdings (both print and electronic). c. Conducting sensitization programmes among the users. 	Effective utilization of library resources for research, teaching, and learning.	Number of library users increased.
vi. To improve the quality assurance system and service delivery across the university.	<ul style="list-style-type: none"> a. Institutionalise students' feedback in teaching and learning. b. Institutionalise peer' feedback. c. To strengthen regulatory mechanism to monitor performance. d. Mentoring of younger academics. 	<ul style="list-style-type: none"> a. Developing and applying template for student feedback. b. Training lecturers in student -centered approach of teaching. c. Developing the framework for mentoring of younger academics. d. Application of the plagiarism detection software to improve quality of student research projects. 	<ul style="list-style-type: none"> a. Increase critical thinking among students. b. Increase in quality teaching and high rating of academic programmes. c. Increase skills of younger academics. 	<ul style="list-style-type: none"> a. Number of positive feedbacks from students. b. Increased productivity of younger academics. c. Improved performance in academic pursuit by students. d. Increase in number of publications. e. Increase number of students that pursue higher degrees.

Goal 3: Becoming an ICT-Driven University in Operations and Services

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
i. To Make the university information technology compliant in record keeping, information management	<ul style="list-style-type: none"> a. Encourage optimum utilization of ICT in teaching, research and service delivery. b. Adopting institutional emails as 	<ul style="list-style-type: none"> a. Digitizing all existing academic and administrative records of the university. b. Installation of voice and data communication systems. 	<ul style="list-style-type: none"> a. The CIT would be one of the Centres of Excellence in ICT research and services, attracting and controlling major grants and consultancies from funding 	<ul style="list-style-type: none"> a. Establishment of a Directorate of ICT. b. Increase in spatial coverage of wireless service.
and service delivery.	<ul style="list-style-type: none"> a channel of official communication. c. Strengthen linkages between CIT and major hardware and software designers and developers. d. Strengthen linkages between CIT and other ICT research centres. e. Improve internal voice and data communication services. 	<ul style="list-style-type: none"> f. Repair of communication lines/ networks in the university. g. Providing of a reliable internet access to staff and students at all times. h. Introducing of ICT in student assessment. i. Strengthening the maintenance unit in CIT to maintain facilities. j. Strengthening competence of maintenance staff k. Planning of future physical projects to include IT networking system. l. Initiating and/or renewing contacts with funding agencies for ICT equipment. m. Initiating more collaborations with ICT research agencies. 	<ul style="list-style-type: none"> agencies and industries. b. Provision of a viable Student Information System, Personnel Information System and a functional university web-portal for improved communication. 	<ul style="list-style-type: none"> c. Develop a mission and vision for the Directorate. d. Hardware and software supplied. e. Multimedia facilities fitted in all lecture halls. f. Effective information flow. g. Prompt service delivery
ii. To strengthen the ICT capacity of all staff of the university.	<ul style="list-style-type: none"> a. Integrate training schedules into the CIT annual calendar of activities. b. Service delivery by all staff must be ICT- driven. 	<ul style="list-style-type: none"> a. Designating specific CIT staff to serve as maintenance officers. b. Developing a variety of ICT training modules to address staff needs. 	<ul style="list-style-type: none"> a. Provide an ICT-competent workforce. b. Effective utilization of ICT tools in learning and research. c. Improved efficiency and performance. 	Percentage of staff using ICT in the performance of their duties increased.

GOALS AND OBJECTIVES: GOAL 3

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
		<ul style="list-style-type: none"> c. Running regular, specialized, and personalized ICT training in departments and units. d. Introducing an ICT maintenance volunteer service to support ICT infrastructure. 		
iii. To make the students ICT-literate and compliant.	<ul style="list-style-type: none"> a. Institute practical ICT training in the university curriculum. b. Expand ICT infrastructure and support for students. 	<ul style="list-style-type: none"> a. Developing a variety of ICT training modules to address students' need. b. Introducing email as a means of communication with students on use of ICT. c. Organizing regular workshops, seminars and symposia for students d. Establishing and utilizing newsletter (electronic) for disseminating training activities. 	ICT-competent students/graduates with additional skills and versatility.	Percentage of students using ICT in their studies increased.
iv. To sustain full utilization of MyBUK Platform.	<ul style="list-style-type: none"> a. University-wide portal (backbone) to access information from any location. b. Create awareness of the potentials of MyBUK platform. 	<ul style="list-style-type: none"> a. Developing and promoting software for multipurpose use by academic institutions. b. Harmonizing of examination results, computation and compilation software. c. Marketing software products. 	<ul style="list-style-type: none"> a. Improved frontline service delivery. b. Improved institutional prudence and accountability. c. Expanding IDF base. 	<ul style="list-style-type: none"> a. Result compilation software in place. b. Number of software licenses patented or sold.
v. Develop and maintain a robust and dynamic university website and web portal.	<ul style="list-style-type: none"> a. Developing a functional website for global visibility. b. Regular update of website contents. 	<ul style="list-style-type: none"> a. Complete uploading of staff profile on university website b. Conclude update and re-organise the university website. c. Setting-up of a University Ranking Advisory Committee (URAC). 	<ul style="list-style-type: none"> a. Improved visibility of the University on the World wide web. b. Improved dissemination of research activities in the university. c. Ease of access to university resources and information. 	<ul style="list-style-type: none"> a. A functional and up-to-date website. b. Number of MoUs signed

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
		<p>d. Formation / establishment of partnership collaborations and signing of MoU with other national and international Universities, industries and research institutions.</p> <p>e. Sensitization and dissemination of information to staff on relevance of ranking.</p>	<p>a. Improved efficiency in the admission and registration processes.</p>	
vi. Provide and maintain efficient intranet and internet services.	<p>a. Appraise the existing IT infrastructure.</p> <p>b. Establish a strong security filter to identify and treat misuse.</p>	<p>a. Provision of necessary hardware and software.</p> <p>b. Engage a competent service providing firm for the supply of bandwidth.</p> <p>c. Ensure the availability of backups for critical documents.</p>	<p>a. Improved quality of service and communication.</p> <p>b. Improved research culture and research output.</p>	<p>a. Un-interrupted internet services.</p> <p>b. Efficient intranet communication.</p> <p>c. Putting in place administrative framework for the Centre.</p>
vii. Introduction of Distance Learning Scheme	Developing a framework for establishment of a Centre for Distance Learning.	Constitution of a Committee to workout modalities for the establishment of the Centre.	Establishment of the Centre for Distance Learning.	Construction of an office complex for the Centre

GOAL 4: Expanding the University's Funding Base

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	KPIs
i. To establish new income generating units and strengthen the existing ones.	<p>a. Provide the framework for developing new income generating units.</p> <p>b. Encourage public-private partnership in running the units.</p> <p>c. Set targets for all income generating units.</p>	<p>a. Establishment of a functional integrated farm on a commercial scale</p> <p>b. Commercialize the services of the Central Laboratory.</p> <p>c. Equipping the Centre for Biotechnology in order to make it generate revenue for the university.</p> <p>d. Establishing viable limited liability companies that will run revenue generating companies of university units.</p>	Increased Internal Development Fund (IFD) for the university.	<p>a. The amount of funds realized.</p> <p>b. Revenue base of the University increased.</p> <p>c. Number of spinoffs, start-ups created</p> <p>d. Number of companies created.</p>

GOALS AND OBJECTIVES: GOAL 4

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	KPIs
		<ul style="list-style-type: none"> e. Establishing a commercial medical diagnostic unit for forensics and other DNA technologies. f. Enhancing the capacity of all potentially income-generating units of the university. g. Establishing spinoffs, start-ups h. Seeking for endowment funds 		
ii. To create new academic and professional programmes.	<ul style="list-style-type: none"> a. Expand access to academic programmes b. Expand access to professional programmes. c. Provide more relevant programmes that will attract students. d. Expand the infrastructure of the School for Continuing Education and increase its admission quota. e. Develop part time postgraduate programmes. f. Develop certificate courses in agripreneurship. 	<ul style="list-style-type: none"> a. Increasing the admissions to optimum level of all postgraduate programmes. b. Departments to develop new postgraduate programmes. c. Opening distance learning campuses. d. Improving conditions for postgraduate residency. e. Improve academic achievement of postgraduate scholars. f. Research centres to initiate multi-disciplinary PG programmes in collaboration with Departments. 	<ul style="list-style-type: none"> a. Improved IDF base. b. Improved high-level manpower development. 	<ul style="list-style-type: none"> a. Increase in student enrollment into postgraduate programmes. b. Revenue utilization from postgraduate programmes in the university. c. Increase in PG graduation rate. d. Number of new PG programmes established.
iii. To strengthen partnership with alumni in attracting grants to the University.	<ul style="list-style-type: none"> a. Establish strong relations with alumni associations. b. Provide continuous support for alumni activities. c. 	<ul style="list-style-type: none"> a. Updating the alumni database regularly. b. Introducing graduate tracer mechanism. c. Establishing branches of the alumni in all states in the country and the Diaspora. d. Establish a university souvenir and gift shop. e. Include Alumni in the mailing list of the University. f. Design and produce a variety of gift items and souvenirs. g. Handling students properly for future expected Alumni support 	Improved funding for the university.	<ul style="list-style-type: none"> a. A Comprehensive Alumni Database established. b. High volume of revenue utilization by the University Advancement Office. c. An established University Souvenir and Gift Shop.

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	KPIs
		h. Establishing functional office for Alumni support.		
iv. To explore and intensify existing partnerships with funding/ donor agencies.	<ul style="list-style-type: none"> a. Ensure continuous and effective communication and feedback between the university and the donor agencies. b. Establish a comprehensive system of report/ record keeping and utilization of funds. c. Grants management. d. Identify and reach out to philanthropists e. Encourage compliance with university research policy and grants management process. 	<ul style="list-style-type: none"> a. Obtaining periodic progress reports from fellows to monitor the developments. b. Obtaining periodic progress report on projects. c. Developing new proposals for the support of the donor agencies. d. 	Improved projects success rate.	<ul style="list-style-type: none"> a. Quantum of Funds from partnerships. b. Number of effective partnerships. c. Increase in project success rate. d. Number of funded proposals. e. Number of Philanthropists contacted
v. To ensure proper take-off of the Bayero University Investment Company (BUIC) in order to generate funds for the University.	<ul style="list-style-type: none"> a. Satisfy the legal framework for establishing the company b. Establish the management and administrative structure of the company. 	<ul style="list-style-type: none"> a. Recruiting a management team for the BUIC. b. Providing a befitting corporate headquarters for the company. c. Developing operational guidelines and marketing manual for the BUIC. 	More income for the university.	<ul style="list-style-type: none"> a. Management Team constituted. b. Obtaining certificate of incorporation. c. Number of businesses created. d. Number of jobs created.

GOAL 5: Harnessing the Challenges and Provision of Efficient Municipal Services

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	KPIs
i. To improve the water supply in the university.	<ul style="list-style-type: none"> a. Employing strategies for water conservation on the campuses. b. Optimize the utilization of the existing boreholes. c. Liaising with the state water agency for improved supply of water to the university campuses. 	<ul style="list-style-type: none"> a. Monitoring water utilization on campuses and regular maintenance of facilities. b. Replacing of existing cast iron/ asbestos pipes with PVC ones. 	<ul style="list-style-type: none"> a. Adequate water supply on the campuses. b. Efficient utilization of water resources in the university. 	<ul style="list-style-type: none"> a. Uninterrupted water supply on the campuses as a result of: <ul style="list-style-type: none"> i. Number of successful boreholes sunk. ii

GOALS AND OBJECTIVES: GOAL 5

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	KPIs
	<ul style="list-style-type: none"> d. Liaising with the Federal Ministry of Water Resources for improved supply of water to the university campuses. e. Sensitize university community on rational use of water resources. 	<ul style="list-style-type: none"> c. Training of staff to handle water maintenance issues more effectively. d. Identifying water pockets across the University campuses e. Identifying philanthropists, donor agencies to construct additional boreholes 		<ul style="list-style-type: none"> a. Volume of water supplied per head iii Volume of investment on water projects.
ii. To ensure stable supply of electricity on the university campuses.	<ul style="list-style-type: none"> a. Employing strategies for energy conservation on the campuses b. Liaising with the relevant agencies for priority supply c. Deploying alternative and renewable sources of energy. d. Phased installation of electricity meters in buildings. e. Optimal utilization of existing generators 	<ul style="list-style-type: none"> a. Sourcing for alternative power supply in addition to the existing ones. b. Installation of more transformers on the campuses. c. Training of MSD staff to handle electrical maintenance with efficiency. d. Phased replacement of underground armored cables. e. Installation of generating sets in critical areas across the campuses f. Rehabilitation of existing power network (additional transformers acquired, solar panels, switches) 	<ul style="list-style-type: none"> a. Adequate power supply on all campuses. b. Efficient utilization of energy on the campuses. 	<ul style="list-style-type: none"> a. Percentage of monthly energy demand supplied by solar plants and waste to energy generators. b. Number of offices and houses where electrical appliances are switched off when not in use.
iii. To pursue vigorous landscaping and beautification of the university environment.	<ul style="list-style-type: none"> a. Establish relationship with the relevant state agencies. b. Effective service delivery through monitoring and evaluation of projects. c. Establish orchards in the university campuses. d. Choose appropriate paint colour for all university buildings. e. Undertake general painting of all university buildings every 5 years. f. Maintain a source of seedlings for continuous planting on all the campuses. 	<ul style="list-style-type: none"> a. Providing access to persons with special needs. b. Constructing walkways, public conveniences and parking spaces. c. Planting trees and flowers in all appropriate places on the campuses. d. Providing water bodies to attract birds and other aquatic life in the campuses. 	<ul style="list-style-type: none"> a. A serene and aesthetic environment. b. Achieving a green environment on all campuses. 	<ul style="list-style-type: none"> a. Serene environment for conducive learning b. Establishing an effective environmental management system. c. Increase in number of trees planted.
iv. To sustain an effective land management system.	<ul style="list-style-type: none"> a. Engaging with the community for effective management of the university lands. 	<ul style="list-style-type: none"> a. Acquisition of a certificate of occupancy from the relevant 		

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	KPIs
	<ul style="list-style-type: none"> b. Securing the borders of all the university campuses by constructing wall fence to demarcate and secure university land. c. Utilizing the land resources of the university. 	<ul style="list-style-type: none"> agency of the State Government. b. Enhancing the university-neighbouring community relations. c. Reviving the activities of University Community Relations Committee. d. Completing the demarcation of the New Campus land e. Establishing Bayero University Farms. f. Registering all users of university lands. g. Constructing structures at the periphery of the land. 	University land secured.	<ul style="list-style-type: none"> a. University neighbouring Community Committee revived. b. Number of plants planted on perimeter of university lands. c. Register of farmers using university lands. d. Number of buildings erected Erecting buildings at university periphery of the lands. e. Construction of irrigation canals, boreholes f. Construction of irrigation canals, boreholes
v. Effective and optimal utilization of Crèches.	<ul style="list-style-type: none"> a. Ensure functionality of facilities for mothers and their babies. b. Sensitization on effective use of existing crèches 	Better utilization of Crèche on all campuses.	Conducive working and learning environment.	Percentage increase in number of Crèches users.
vi. To improve opportunities for on campus residence to students as provided by law.	<ul style="list-style-type: none"> a. Continue to build more student halls of residence through Public-Private Partnership (PPP). b. Optimize hostel residency. 	<ul style="list-style-type: none"> a. Involving students in the provision of sanitation in their residences. b. Engaging private developers in an agreed/workable framework. 	Adequate and standard halls of residence for students.	Increase in percentage of BUK students resident in hostels.
vii. To improve maintenance of facilities in the university.	<ul style="list-style-type: none"> a. Provide conducive environment for livelihood on campus. b. Provide realistic budget for maintenance. 	<ul style="list-style-type: none"> a. Develop maintenance policy. b. Training and retraining of maintenance staff. 	Improved effectiveness of facility maintenance.	<ul style="list-style-type: none"> a. Amount spent on maintenance per student. b. Volume of maintenance jobs handled per month per year.

GOAL 6: Enhancing Efficiency in University Administration

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
i. To establish two additional colleges in the University	<ul style="list-style-type: none"> a. Design appropriate structures for the colleges 	<ul style="list-style-type: none"> a. Develop new Proposals b. Seek approval from the NUC 	<ul style="list-style-type: none"> a. Elimination of bureaucratic bottlenecks. b. Overcome delays in the implementation of university policies/decisions. 	<ul style="list-style-type: none"> a. The two colleges established. b. Percentage increase in administrative efficiency.

GOALS AND OBJECTIVES: GOAL 5 - 7

	b. Design a robust operational framework for an effective collegiate system.	c. Undertake sensitization workshop and training for affected staff of the colleges d. Establish two additional colleges.	c. Enhanced efficient and effective management of academic units. d. Easy access to records and information on staff, students and college activities. e. Enhanced professionalism in administrative and support services.	
ii. To develop a policy on the collegiate system iii. To improve efficiency in governance and administration	Constitute a committee that would develop policy for the establishment and running of colleges.	a. Regular training/ orientation/retreat for office holders b. Additional faculties (split) and departments established	a. Improvement in governance	a. Number of staff trained. b. Number of faculties established c. Number of departments established d. Departments established e. Number of new jobs created.

GOAL 7: Enhancing Highly Resourceful, Motivated and Efficient Staff

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	KPIs
i. To strengthen the university policy on staff development and capacity building.	a. Strengthen academic and non-academic staff development programmes. b. Institutionalize the tradition of staff mentoring in the training of new staff. c. Develop policy for post-Doctoral and sabbatical appointments. d. Introduce Post-Doctoral.	a. Source for and provide more funds and grants for PhD training. b. Sensitize academic staff to pursue PhDs at home and abroad. c. Support Post-Doctoral Studies and sabbatical leave for academic and non-academic staff. d. Forge academic linkages and research collaboration programmes. e. Offer more support for staff participation in local and international conferences, seminars and workshops. f. Support short-term training for all staff. g. Organise capacity building and promote training for non-academic staff.	Proficient, competent and motivated staff with better performance.	a. Number of staff that have benefited from staff development programmes. b. Number of PhDs produced c. Amount of funds spent on staff development.
ii. To strengthen industrial harmony in the university.	a. Maintain cordial industrial relations.	a. To organise regular leadership training for elected or appointed officers. b. Compliance to university Communication policy.	A work environment devoid of industrial unrest.	a. Strict adherence to the university calendar.

	<p>b. Popularize the desirability and benefits of Alternative Dispute Resolution (ADR) methods.</p> <p>c. Espouse the virtues of mutual respect and fair treatment.</p>	<p>c. Ensure compliance to university code of conduct.</p>		<p>b. Non-disruption of university activities.</p>
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GOAL 8: Promoting Leadership Skills and Self-Reliance Among Students

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
<p>i. To strengthen leadership capacity building among students.</p>	<p>a. To promote leadership skills among the students.</p> <p>b. To establish more extra-curricular activities (like press clubs, literary workshops, inventors clubs etc.) for all students.</p> <p>c. To encourage responsible and accountable student union and association leaderships.</p>	<p>a. Organizing regular leadership workshops for students at all levels.</p> <p>b. Promoting regular co-curricular activities among the students.</p> <p>c. Encouraging effective mentoring</p> <p>d. Strengthening the guidance and counselling Centre</p> <p>e. Implement carrot-and-stick approach in character modelling</p>	<p>a. Disciplined and confident graduates</p> <p>b. Self-reliant and entrepreneurial graduates</p>	<p>a. Feedback reports</p> <p>b. Well-informed students population</p> <p>c. Number of students that visit the Guidance and counselling Centre</p> <p>d. Number of students with businesses at the point of graduation.</p>
<p>ii. To strengthen the Career / Guidance scheme (Counselling unit) for the students.</p>	<p>a. Improve career services unit under the Students Affairs Division.</p> <p>b. Invite captains of industry and accomplished professionals and scholars for constructive engagement with students about career choices/ options.</p> <p>c. To reorient the students toward the opportunities available in their environment.</p>	<p>a. Conducting regular individual and group counseling for students</p> <p>b. Organizing regular workshops on Job Interviews and CV Development for Students.</p> <p>c. Organizing seminars and symposia on career development for the students.</p> <p>d. Conducting orientation programmes</p> <p>e. Organizing open day discussions with stakeholders</p>	<p>Better equipped students with creative, innovative and adaptive skills for the labor market.</p>	<p>Number of students that secure jobs at the point of graduation.</p>
<p>iii. To improve a cordial staff-student relationship.</p>	<p>a. Establishing a mentoring scheme for students.</p>	<p>a. All students to have mentors from among the staff in their departments.</p>	<p>Excellent working and inter-personal relations between staff and students that</p>	<p>a. Number of activities conducted.</p>

GOALS AND OBJECTIVES: GOAL 8

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
	<ul style="list-style-type: none"> b. Organizing more staff-student activities (games, symposia, field trips etc). c. Establishing more joint staff-student committees. 	<ul style="list-style-type: none"> b. University to organize semester/ annual staff-students games and other extra-curricular activities. c. Open day /town hall meetings for interaction 	promote mutual trust and respect.	<ul style="list-style-type: none"> b. Emergence of a lively academic environment.
iv. To Strengthen entrepreneurship culture among students.	<ul style="list-style-type: none"> a. Pursuing vigorous entrepreneurship and research training for students. b. Develop an EDC as directed by NUC 	Modifying curriculum to include skills acquisition.	Reducing the number of unemployed graduates in the country.	Number of graduates with successful start-ups
v. To strengthen and sustain awards and bursaries for exceptional students.	Establishing more endowments to fund deserving students.	<ul style="list-style-type: none"> a. Soliciting awards from industries. b. Involving Alumni Association. c. Involving indigenous business men and women. 	Highly motivated students.	<ul style="list-style-type: none"> a. List of bursaries awarded. b. Increase in number of endowments
vi. To provide social welfare scheme for indigent students. vii. Establishment of Student on-campus work scheme.	<ul style="list-style-type: none"> a. Establish endowment to support deserving students b. Strengthen the committee responsible for coordinating the scheme. 	Establish endowment for indigent students	<ul style="list-style-type: none"> a. Meeting the needs of indigent students. b. Improving the image of the University. 	<ul style="list-style-type: none"> a. List of bursaries awarded. b. Number of students engaged in the work scheme. c. Amount of funds spent to support the beneficiaries.

GOAL 9: Fostering Synergy Between the University and the Community

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
i. At least 20% of all research should be community-based by 2025.	<ul style="list-style-type: none"> a. DRIP to identify thematic areas for community-based research. b. DRIP to sensitize researchers on community -focused research. c. DRIP to give special consideration to community-focused research. d. DRIP to provide monitoring mechanisms. 	<ul style="list-style-type: none"> a. Organise faculty-based workshops to sensitize researchers. b. Develop and circulate pamphlets, hand bills and other ACSM (Advocacy Communication and Social Mobilization) materials. c. Source and dedicate funds for community-focused research. 	Research to address societal needs.	<ul style="list-style-type: none"> a. Increase in thenumber of community-based research. b. Number of radio programmes, c. Newspaper articles, d. Public lectures and other means of communication on community-focusedresearches.

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
	e. DRIP to organize periodic dissemination of community-focused researches through appropriate means.	d. Recognize cutting-edge research on community needs. e. Develop an effective monitoring and evaluation mechanism. f. Organise periodic community-focused research exhibition g. Use radio programmes to disseminate research findings.		e. Increased Community participation in University activities.
ii. To establish effective policy formulation, implementation and review for community development.	CESPOR to identify community developmental issues and play advocacy roles in policy formulation and review. (CDA, ACEPHAP)	Develop intervention strategies to get appropriate agencies/ governments to respond to the societal needs.	a. Improved quality of life in the local community. b. Increase in evidence-based policies for enhanced community development.	Reports on successful advocacies.
iii. To establish programmes and activities for the socio-economic development of the community.	To introduce programmes that would enable social interaction and collaboration with the host community.	a. DBS to introduce special certificate courses to train local businessmen on modern business operations. b. Mambayya House short certificate courses (leadership, governance and election etc.) c. Institutionalize class level and university-wide Seasoned Guest Lecturer programmes. d. Annual get-to-getter / interaction with neighboring communities (employment opportunities, scholarship to deserving indigenes, recreational activities such as football competitions)	a. Improvement in mutual collaborations between the university and various segments of the community. b. Boost the image of the university in the immediate host community.	a. Number of guest lecturers that visit the university every academic session. b. Increase in community awareness and sensitization for development

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	KPIs
iv. To preserve and conserve the history and culture of the host community.	University to promote the preservation and conservation of local history and culture.	<ul style="list-style-type: none"> a. To organize a cultural festival annually in order to showcase the social life of the local community. b. To document and preserve local Quranic recitations. c. To establish a Hausa music gallery on the university campus. d. Improving Aminu Kano living history museum of Mambayya house e. To Establish a museum on the university campus. f. Re-design future buildings to reflect the traditional architecture of the host community in tandem with local climate. 	<ul style="list-style-type: none"> a. Improvement in understanding between the University and the host communities. b. Preservation and conservation of local history and culture. 	<ul style="list-style-type: none"> a. Records of activities organized. b. Construction of museum/gallery buildings and collection of materials. c.
v. Students to partake in voluntary community-centered services at least once in an academic semester.	The Student Affairs office to develop mechanisms to promote student participation in voluntary social services.	Monthly students voluntary social activities.	Community-centered students	Students undertaking many community-based service activities.
vi. To strengthen and improve the quality of teachers in primary and secondary schools in the catchment area of the university.	<ul style="list-style-type: none"> a. To develop a viable framework for teacher-training in collaboration with state governments in the university's catchment area. b. Signing of MoU with the State Universal Basic Education Board (SUBEB) d. The Faculty of Education to institute in-training scheme in the neighbouring communities 	<ul style="list-style-type: none"> a. Conduct a need assessment survey on primary and secondary school teachers in the catchment area states. b. Organise in collaboration with the state governments, regular capacity building for teachers at primary and secondary school levels. c. Distance learning campus for teachers within the communities by the School of Continuing Education (SCE). 	Improved academic standard in post primary education in the catchment area of the community.	<ul style="list-style-type: none"> a. Number of capacity building workshops conducted. b. Increase in the number of admissible candidates from the public schools in states within the catchment area of the university. c. Increase in quality and performance of students.

