

UNIVERSITY OF NIGERIA NSUKKA

FIVE-YEAR REGIONAL STRATEGIC PLAN OF THE UNIVERSITY OF NIGERIA
(2022 – 2027)

REPORT OF THE UNIVERSITY OF NIGERIA FIVE-YEAR REGIONAL STRATEGIC
PLANNING COMMITTEE

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Approval granted on behalf of
of Senate. Bill for ratification
19/2/22*



SUBMITTED TO

THE VICE CHANCELLOR
UNIVERSITY OF NIGERIA NSUKKA

PROF. MRS. F. N. OKEKE, FTWAS
CHAIRPERSON

MRS. CHINWE OGU
SECRETARY

FEBRUARY, 2022

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EXECUTIVE SUMMARY

A seven-member committee constituted by the Administration of the University of Nigeria Nsukka was charged with the responsibility to develop a Five-year Regional Strategic Plan of the University, which will guide the activities of the University during the years 2022 to 2027. The purpose of the strategic plan is to capture the cornerstones of a common vision that harnesses the potentials and identity of the University of Nigeria, while minimizing its challenges, to promote higher education, encourage research and innovation, and effectively respond to the multiple and ever-changing demands within Nigeria and the West African sub-region. Central to the University's strategic plan is the aspiration to maintain a positive impact on its community of staff and students, the Nation and the Region. Implementation of the strategic plan is expected to result in increased recruitment and retention of international students and faculty in the University of Nigeria Nsukka.

The Committee embarked on a broad-based consultation process with stakeholders, involving the use of an online questionnaire to elicit relevant information from university staff members, students and partners in the industry. Responses from the participants revealed the current standing of the University, which are graphically presented using pie and bar charts in the Committee's report. They also indicated critical areas that may require urgent intervention and improvement, as the University aspires to become a regional leader in the delivery of higher educational services, particularly as it pertains to recruitment and retention of foreign students.

Based on the foregoing, the Committee selected five strategic goal areas. These are Education, Research and Innovation, Recruitment of Faculty, Student Recruitment and Retention, and Engagement and Partnership. Strategic plan goals were developed for the five selected strategic goal areas. The details of the strategic plan goals addressed the Aims, Key targets, Strategies, Timeline and Key performance indicators for each of the selected areas. The strategies were developed in consonance with the institutional goals of the University of Nigeria Nsukka. Moreover, the Committee identified some strategic goal enablers that may be harnessed, as well as strategic goal inhibitors that should be avoided to ensure realization of the set goals. The University Management, the academic and non-academic staff members, the students, the alumni and other partners have vital roles to play for the attainment of these goals.

PREAMBLE

A Committee was constituted by the Administration of the University of Nigeria Nsukka to develop a five-year regional strategic plan for the University, vide a letter of appointment dated 20th September 2021 with reference number VC/U/13.

MEMBERSHIP

Prof. Mrs. F. N. Okeke	-	Chairperson
Prof. Jerry Ugwuanyi	-	Member
Prof. U. M. Igwebuike	-	Member
Prof. Chidi Nzeadibe	-	Member
Prof. Ike. Onyishi	-	Member
Dr. Mrs. Gloria I. Ezenne	-	Member
Mrs. Chinwe Ogu	-	Secretary

TERMS OF REFERENCE

The following were the terms of reference of the Committee

- (i). To develop a Five-year Regional Strategic Plan for the University of Nigeria. This strategic plan should be distinct from any University of Nigeria International Strategy. The Regional Strategic Plan should focus on Regional Activities and Expectations for the University of Nigeria.
- (ii). The Region of focus consists of West African Countries and Djibouti in the first instance, and the Sub-Saharan region in general.

TIME FRAME GIVEN TO THE COMMITTEE

- (i). University-wide consultations and other stakeholders' consultations (till end of September, 2021)
- (ii). Compilation of Regional Strategy Document and Senate Approval (till end of October, 2021)

MODE OF OPERATION OF THE COMMITTEE

- (i). The Committee reviewed regional and international strategies that other universities have posted on their institutional websites
- (ii). The Committee embarked on a broad-based stakeholders consultation process involving the use of questionnaire to elicit information from relevant stakeholders. The stakeholders include the University management staff, Deans of Faculty, Heads of Academic and Administrative Departments, other members of the University community, as well as potential beneficiaries and partners in Industries.
- (iii). The strategies were developed in consonance with the Institutional goals of the University of Nigeria and were designed to provide a framework for activities that will reposition the University with respect to regional higher education and research, as well as attract and retain foreign students during the next five years.

MEETINGS

The Inaugural meeting of the Committee was held on Tuesday 12th October, 2021 at the African Climate Change Adaptation Initiative (ACCAI)'s Conference Room. Thereafter, more than ten meetings of the Committee were held between October, 2021 and February, 2022. Discussions during these meetings were majorly on suggestions by members on the best approach to attract and retain foreign students in the University of Nigeria. Moreover, members were able to develop the survey questionnaire used to elicit information from the stakeholders, and analyzed the responses received.

VISION STATEMENT OF THE UNIVERSITY OF NIGERIA

To create a functional, globally competitive and research-focused University, which is not just an ivory tower, but responsive to the needs of the society, while delivering world-class education and knowledge.

MISSION STATEMENT OF THE UNIVERSITY OF NIGERIA

To place the University of Nigeria Nsukka in the forefront of research and development, innovation, knowledge transfer and human resource development in the global academic terrain, while promoting the core values which will ensure the restoration of the dignity of man.

PURPOSE OF THE STRATEGIC PLAN

The main thrust of the strategic plan is to capture the cornerstones of a common vision that harnesses the potentials and identity of the University of Nigeria, while minimizing its challenges, to promote higher education, encourage research and innovation, and effectively respond to the multiple and ever-changing demands within Nigeria and the West African sub-region, in a globally connected world. Central to the University's strategic plan is the aspiration to maintain a positive impact on its community of staff and students, the nation and the region. A cardinal strength of the University is the wide range of undergraduate and postgraduate programmes it offers, as well as its capacity to produce well-trained professionals, including medical doctors and dentists, nurses and medical laboratory scientists, pharmacists, veterinarians, teachers, architects, surveyors, engineers, social workers, accountants and lawyers. The University has a school of postgraduate studies and seventeen faculties, viz. Agriculture; Arts; Basic Medical Sciences; Biological Sciences; Business Administration; Dentistry; Education; Engineering; Environmental Studies; Health Sciences; Law; Medicine; Pharmaceutical Sciences; Physical Sciences; Social Sciences; Veterinary Medicine and Vocational Technical Education.

STRATEGIC GOALS

Our strategic goals are in the following areas:

- ↵ Education
- ↵ Research and Innovation
- ↵ Recruitment of Faculty
- ↵ Student Recruitment and Retention
- ↵ Engagement and Partnership

STRATEGIC GOALS INHIBITORS

These represent challenges that may inhibit the achievement of our strategic goals. These constraints must be minimized to ensure our set goals are realized.

- ↵ Strike actions by the Academic Staff Union of Universities (ASUU). Effective measures must be put in place to shield foreign students from the negative impacts of strike actions by ASUU and other university workers' unions.
- ↵ Poor funding of higher education in the country. Paucity of funds negatively affects the provision of adequate infrastructure and environment for teaching and learning.
- ↵ Escalating cases of insecurity of lives and property in the country may scare away prospective foreign students and faculty. Provision of safe on-campus accommodation for

this category of staff and students will enhance their confidence and promote their retention in the University.

STRATEGIC GOALS ENABLERS

These represent what we need to accomplish our strategic goals, and they include human capital, infrastructure and finance.

- ✦ Staff and students constitute the core human capital of the university.
- ✦ Infrastructure and physical facilities such as libraries, laboratory facilities, teaching and learning tools, and information and communication technology resources are *sine qua non* for achieving our strategic goals
- ✦ Financial sustainability is vital to the university's future viability. In this regard, the university will ensure high standards of accountability, probity and financial control. Prudent management of available resources by prioritizing allocation of resources to research, development and other activities that increase external impact will be implemented. The university will foster links with alumni, philanthropists, business and financial communities to support its innovative and commercialization activities. Staff will be encouraged to attract funds and equipment through successful research grant applications.

THE STRATEGIC PLAN

STRATEGIC PLAN GOAL 1: EDUCATION

Aim: The University will ensure excellence in the quality, delivery and relevance of its academic curriculum, to equip undergraduate and postgraduate students with required values, skills and discipline for positive contribution to the society.

Key Target: To be a leading institution of higher education in the nation and the region; and produce graduates who are fully equipped to achieve productive personal lives and the highest professional standards.

Where we are:

In order to ascertain the general view of stakeholders of the University of Nigeria, Nsukka, a survey was conducted among staff and students of the University and other stakeholders outside the University. The participants in the survey were 158 respondents including 142 staff, and 10 students of University of Nigeria, and six (6) other stakeholders outside the University. With reference to education, the stakeholders generally view the University to be delivering in its general mandate but still indicated that there are some critical areas that may require to be

strengthened for the University to achieve its goals of becoming the regional leader in delivery of higher educational services. For instance, majority of the participants in the survey indicated that there is need to improve on-line components of students' academic activities, and the social and cultural aspects of students' programmes. (See Figures 1 and 2 below):

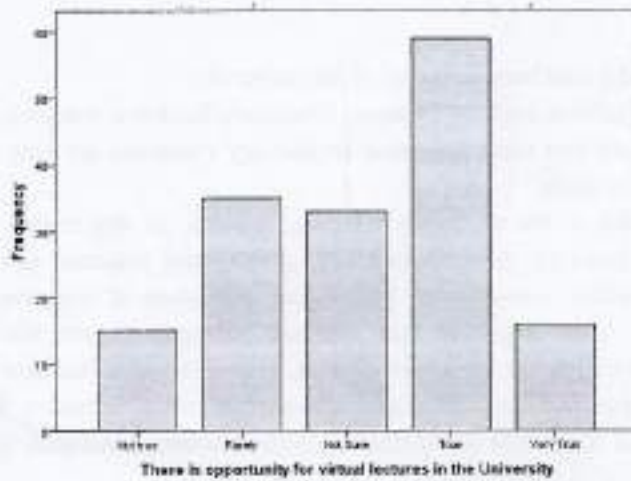


Figure 1: Participants' Rating of Opportunity for Virtual Lectures in the University

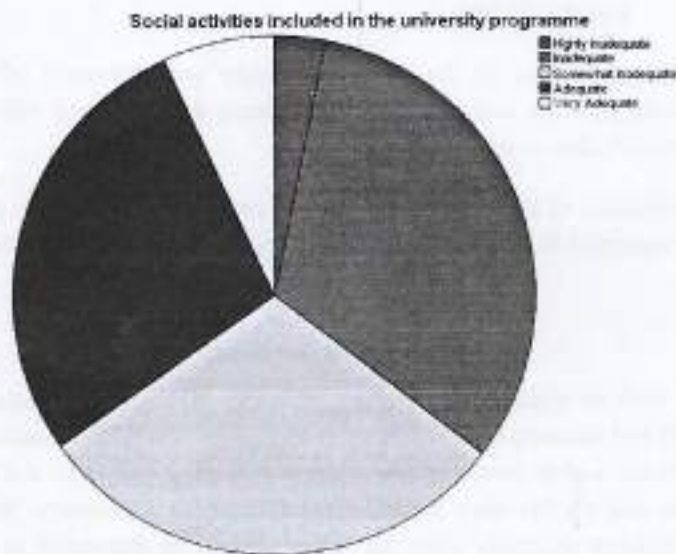


Figure 2: Rating of Adequacy of Social Activities in the University

Strategies: In line with the current view and status of the Institution, the University will:

- ↓ Strengthen our student academic advisor approach to guide each student through their academic development, enabling them to take ownership of their learning and progress.
- ↓ Integrate international and intercultural dimensions into the purpose, functions and delivery of our academic curricula
- ↓ Initiate opportunities to inculcate creative critical thinking, analytical reasoning and problem-solving skills in our students' learning process.
- ↓ Integrate student learning with practical experiences beyond the classroom in order to equip our students to compete effectively in the global marketplace.
- ↓ Support our academic faculty to adopt emerging technologies to improve the delivery of our academic curricula and student learning experience.
- ↓ Expand and enhance our provision for e-learning and online school.

Timeline: Implementation from year 2022 with annual progress through 2027.

Key Performance Indicators

- ❖ Student satisfaction with the training and skills acquired; as may be evaluated through surveys.
- ❖ Graduate attributes and expertise aligned and responsive to the demands of the workplace and industry; as may be ascertained through reports from employers, professional bodies, alumni and other stakeholders.
- ❖ Number of academic programmes that are fully accredited by the National Universities Commission and other professional bodies.
- ❖ Percentage increase in number of academic faculty that have embraced the use of modern technologies in teaching.
- ❖ Increase in the enrollment of students into the University's e-learning and online school programme.

STRATEGIC PLAN GOAL 2: RESEARCH AND INNOVATION

Aim: The University will seek to be in the forefront of research and innovation in Africa, encouraging ambitious, curiosity-driven and problem-solving researches of exceptional quality and interdisciplinary dimension; to generate ideas and discoveries that will improve our environment and the global community.

Key Target: To be a foremost research-intensive university in Nigeria, with strengthened international visibility and impact and enhanced global ranking.

Where we are: The academic staff members of the University are adjudged to have requisite research skills and are currently publishing in highly reputable outlets. However, staff and students of the University and other stakeholders outside the University have the view that

there are other areas that require improvement, such as research/laboratory facilities and postdoctoral training in the University. Summary of their views are presented in the bar charts shown in Figures 3, 4, 5 and 6 below:

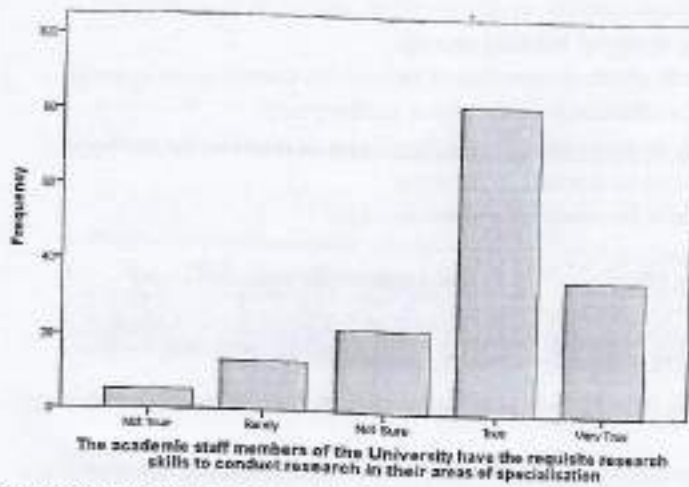


Figure 3: Rating of Research Skills of Academic Staff

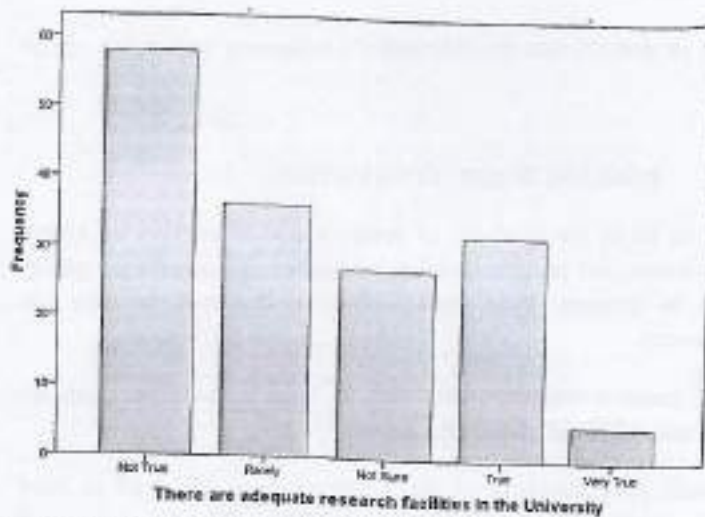


Figure 4: Rating of Research Facilities in the University

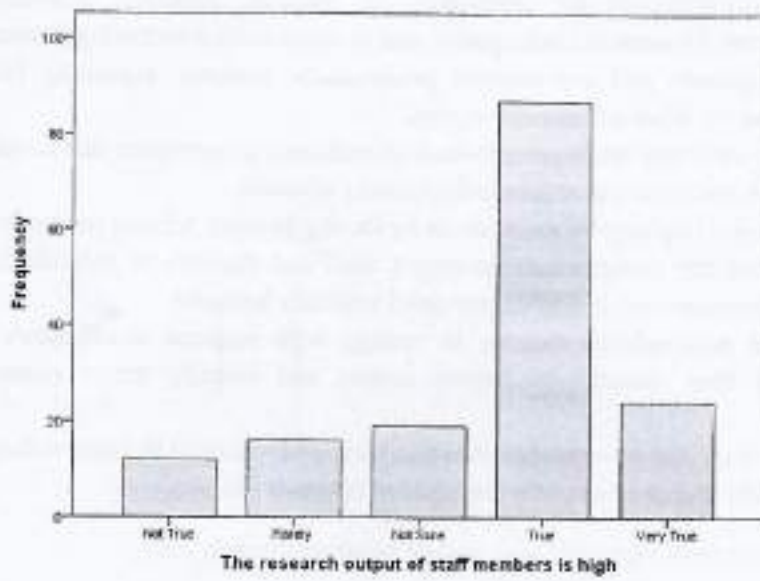


Figure 5: Rating of Research Output in the University

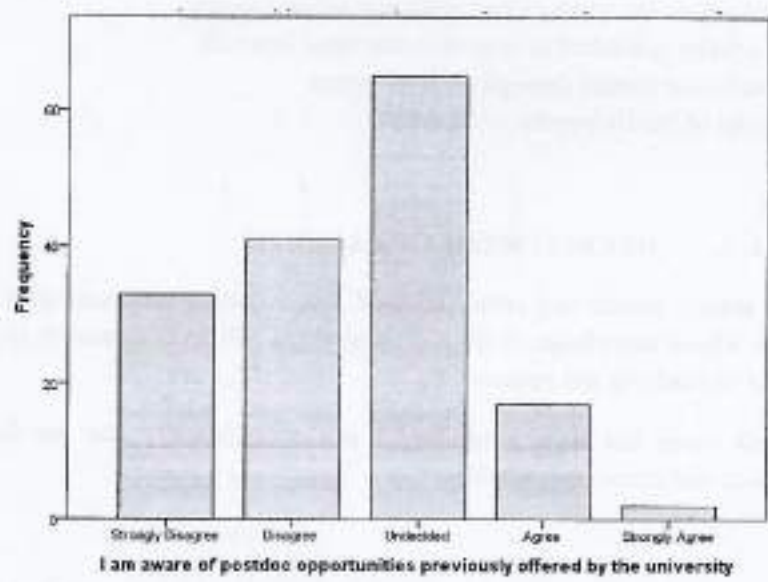


Figure 6: Rating of Postdoctoral Opportunities in the University

Strategies: In view of the foregoing, the University will:

- ✦ Provide improved infrastructure for state-of-the-art research, including laboratory facilities and equipment, libraries and information and communication technology tools.
- ✦ Actively recruit indigenous and international postgraduate students, especially from within the country and the West African sub-region.
- ✦ Initiate inter-African university staff/research-student exchange programmes to stimulate research collaboration and cross-cultural/interdisciplinary research.
- ✦ Support joint supervision of postgraduate students by faculty in other African universities
- ✦ Maintain and reinforce the system that encourages staff and students to publish their research findings in international, impact factor-rated scholarly journals.
- ✦ Encourage staff and postgraduate students to engage with relevant stakeholders in industry as part of their research; to create impact and identify future research requirements.
- ✦ Position early-career staff and postgraduate students, through mentoring in grant writing, to compete successfully in large and cross-disciplinary research funding.

Timeline: Implementation from year 2022 with annual progress through 2027.

Key Performance Indicators

- ✦ Increase in number of postgraduate students.
- ✦ Percentage increase in international postgraduate students
- ✦ Number of active international research collaborations and partnership
- ✦ Number of awards and prizes for research and academic achievements
- ✦ Number of scholarly articles published in impact factor-rated journals
- ✦ Number of research activities funded through donors' grants
- ✦ Improved global ranking of the University.

STRATEGIC PLAN GOAL 3: RECRUITMENT OF FACULTY

Aim: The University will attract, recruit and retain talented and excellent academic staff of diverse cultural backgrounds, whose knowledge, skills and capabilities will be harnessed to place the University in the frontline of teaching and research.

Key Target: To recruit and retain the highest calibre of academic faculty, who are fully engaged in research, innovation and knowledge transfer.

Where we are:

The quality of academic staff of the University is generally viewed to be adequate but the process of staff recruitment is seen not to be satisfactory. These patterns of the views appear the

same among staff and students of the University and other stakeholders outside the University. Summary of their views are presented in the bar charts shown in Figures 7 and 8 below:

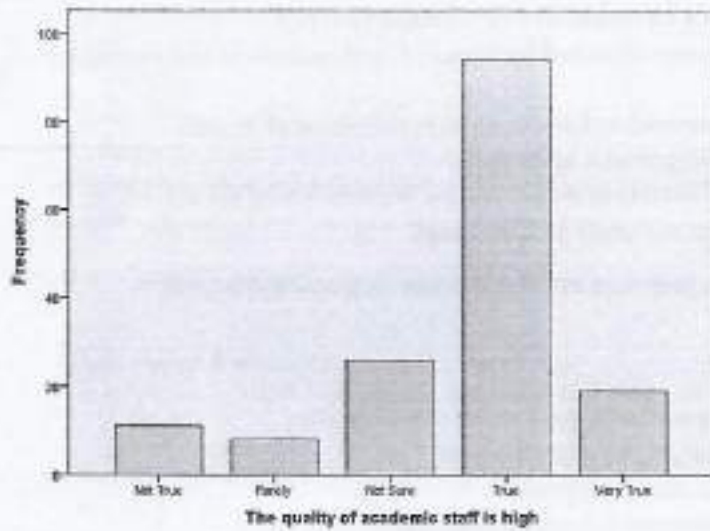


Figure 7: Rating of Quality of Academic in the University

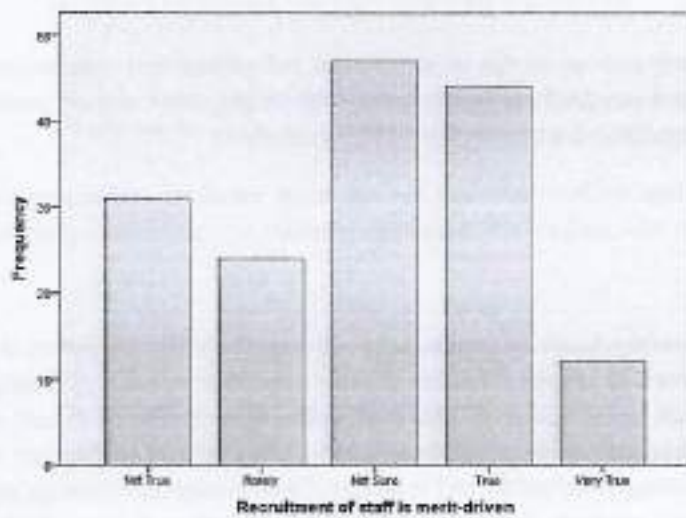


Figure 8: Rating of Academic Staff Recruitment Process in the University

Strategies: Henceforth, the University will:

- ✦ Actively recruit high quality academic staff in all the disciplines it offers.
- ✦ Increase diverse staffing profile by recruiting and retaining willing foreign retiree professors as adjunct/visiting lecturers.
- ✦ Create an attractive work environment with excellent facilities.
- ✦ Foster a culture of high aspiration and performance, with incentives and awards for excellence.
- ✦ Invest in and support personal and professional development of its staff.
- ✦ Value and utilize the full potential of its staff.
- ✦ Initiate postdoctoral fellowship positions in some departments of the university.
- ✦ Encourage inter-African university staff exchange.

Timeline: Implementation from year 2022 with annual progress through 2027.

Key Performance Indicators

- ❖ Percentage of academic staff with the doctoral (Ph.D) degree.
- ❖ Number of foreigners serving as academic staff.
- ❖ Decrease in student : academic staff ratio
- ❖ Number of active postdoctoral fellowship positions.
- ❖ Number of early-career academic staff engaged in training in overseas universities.
- ❖ Academic staff development expenditure as a percentage of total expenditure.

STRATEGIC PLAN GOAL 4: STUDENT RECRUITMENT AND RETENTION

Aim: The University will select and admit the most talented indigenous and international students into its undergraduate and postgraduate programmes, without prejudice to their gender and social class, and offer an outstanding learning experience to its students.

Key Target: To become the first choice university for the most excellent indigenous and international prospective students who seek to undertake undergraduate or postgraduate studies.

Where we are:

Students' population in the University has continued to increase over the years. However, this increase has predominantly remained among Nigerian students and the number of foreign students in the University appears to be declining. This decline has been attributed to lack of clear strategies for attracting and retaining foreign students, limited use of digital technology by the University both in communicating to the public and in teaching, assessment and research, and limited financial support to foreign students. Summary of the views of staff, students and other stakeholders are presented in the bar charts shown in Figures 9, 10 and 11 below:

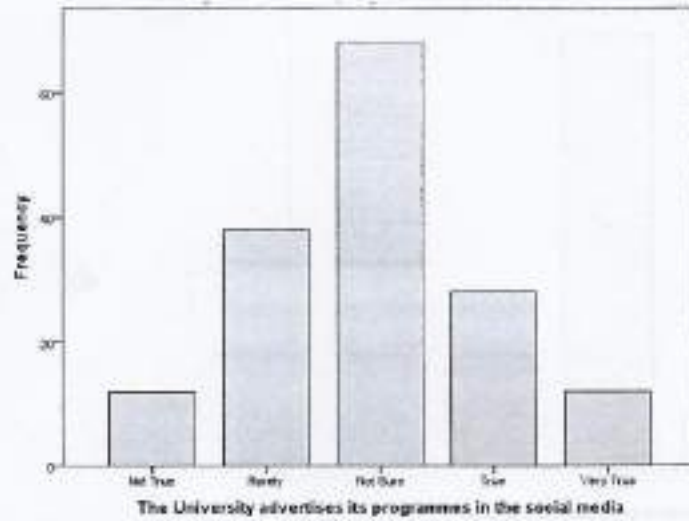


Figure 9: Rating of Programme Advertisement by the University

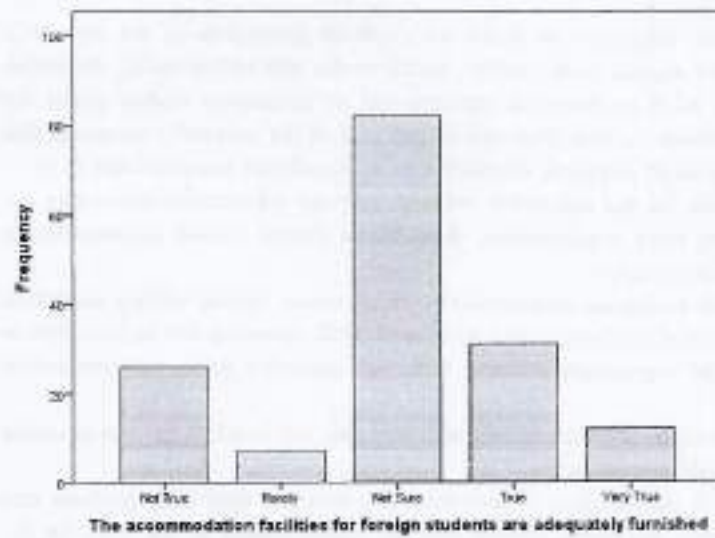


Figure 10: Rating of Accommodation Facilities in the University

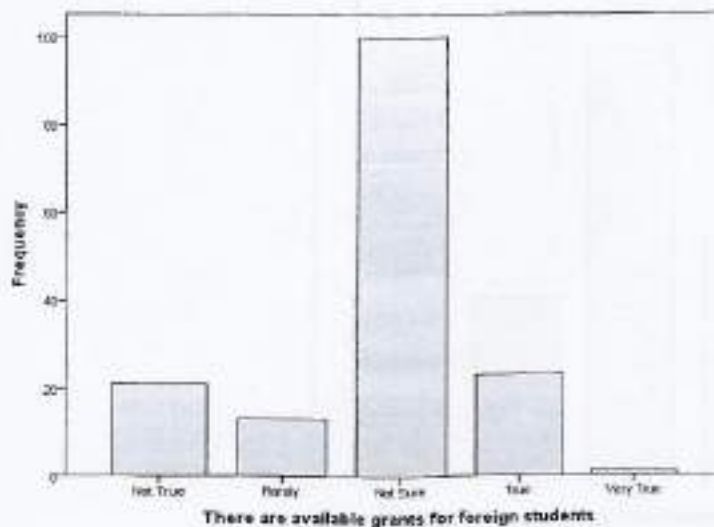


Figure 11: Rating of Grant Availability in the University

Strategies: The University will:

- ✦ Adopt communication strategies to build an excellent perception of the university through a portfolio of digital, web, mobile, social media and virtual reality marketing tools and resources; such as live-chat services and an interactive student portal for engagement with students, online map and virtual tour of the university campuses that effectively communicate its physical, administrative and academic resource capacities.
- ✦ Make easily accessible on the university website, relevant information concerning the admission procedures, entry requirements, timetable of events, student accommodation options, and a digital prospectus.
- ✦ Use the senior school certificate examination (SSCE) result, unified tertiary institution matriculation examination (UTME) result and post-UTME screening test performance to identify prospective undergraduate students with high cognitive ability and intellectual interest.
- ✦ Use the academic transcript, referee reports and screening test to select the best qualified candidates for postgraduate studies.
- ✦ Introduce flexibility in the conduct of the screening tests for both undergraduate and postgraduate candidates, including virtual (online) administration of the tests for the convenience of prospective international students.
- ✦ Provide an excellent environment for teaching and learning, with improved infrastructure including smart classrooms, internet services, libraries and laboratory facilities.

- ⚡ Provide financial aids in form of scholarships, grants or waiver to assist international students and other students from poor background.
- ⚡ Initiate inter-African university excursions and student exchange programmes to promote international mobility and cross-cultural interactions.
- ⚡ Ensure our staff members have the knowledge and expertise to respond effectively to our students' circumstances, needs and expectations.
- ⚡ Ensure our graduates are equipped with skills and attributes needed to achieve their full potential in the global community, by brokering partnership between academics and the industry.
- ⚡ Provide adequate on-campus residence accommodation, especially for international students.
- ⚡ Develop a strategy to shield international students from the negative impacts of strike actions by staff unions.

Timeline: Implementation from year 2022 with annual progress through 2027.

Key Performance Indicators

- ❖ Student satisfaction with information dissemination and communication strategy of the university.
- ❖ Number of best quality students that enroll into academic programmes of the university.
- ❖ Percentage of regional and international students enrolled.
- ❖ Funds disbursed as financial aid to students as a percentage of total expenditure.
- ❖ Number of adequate classrooms equipped with modern teaching tools, including smart boards and internet services.
- ❖ Number of laboratories with modern research facilities.
- ❖ Number of inter-African university excursions and student exchange programmes accomplished.
- ❖ Success rates and timely graduation of undergraduate and postgraduate students.
- ❖ Number of strategic partnerships brokered between the university and industry for student training.
- ❖ Employability and job performance of our graduates as ascertained through reports from employers of labour, professional bodies, alumni and other stakeholders.
- ❖ Percentage of students offered on-campus residence accommodation.

STRATEGIC PLAN GOAL 5: ENGAGEMENT AND PARTNERSHIP

Aim: The University will enhance its public engagement, outreach and knowledge transfer in partnership with alumni, public and private corporations, voluntary and commercial organizations, cultural and educational institutions and government entities.

Key Target: To foster a mutually beneficial connection with the world beyond the borders of the university; in order to make positive contribution to society and promote support for the university.

Where we are:

The University has continued to improve its visibility globally by encouraging collaboration with leading universities in the world and reaching out to governments and other non-governmental organizations. It has also been interested in engaging alumni associations to increase their roles in the development of the University. However, in the current survey of stakeholders, it was found that there are a few areas that may require urgent interventions as the University strategizes to become a regional leader in the provision of higher educational services to Nigerians and other nationals. The stakeholders considered infusion of Information and Communication Technology (ICT), and adoption of virtual platforms as important areas that will help in attracting and retaining foreign students. Highlights of the views of staff, students and other stakeholders are presented in the bar charts shown in Figures 12 and 13 below:

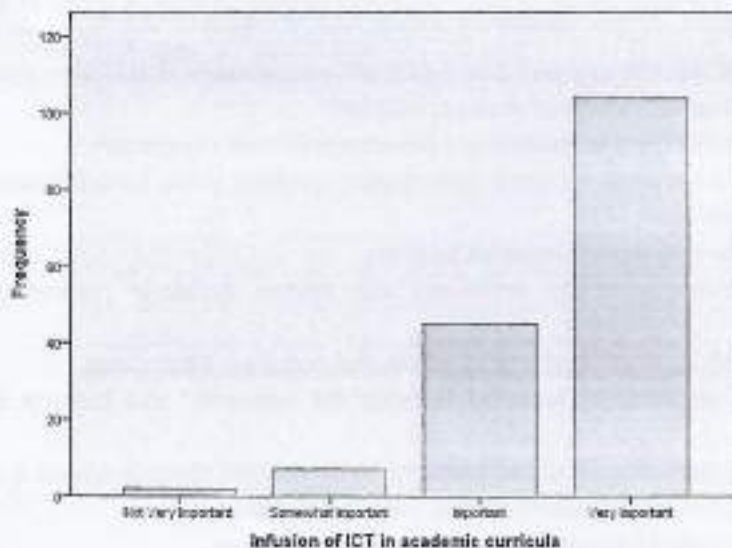


Figure 12: Rating of Infusion of ICT in Academic Programmes in the University

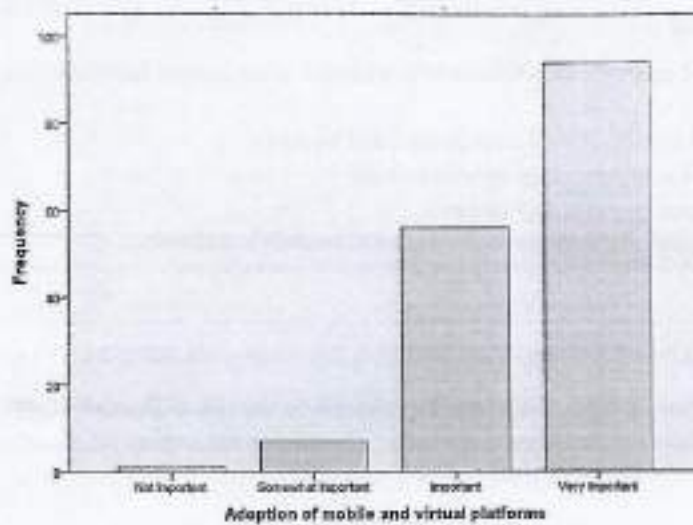


Figure 13: Rating of Adoption of Mobile and Virtual Platforms in Course Delivery in the University

Strategies: The University will:

- ⚡ Strengthen the alumni relations unit of the university to play a robust role in building an informed, engaged and supportive international community of alumni and associate friends, through a lifetime of contact.
- ⚡ Consolidate the use of a combination of traditional, digital, web, mobile and social media platforms to maintain a vital link between the university and its partners, showcasing opportunities for support and areas of mutual interest.
- ⚡ Educate, engage and excite students about the importance and impact of supporting the university.
- ⚡ Motivate staff and students to become advocates in support of best practices and leadership as regards social responsibility and sustainability.
- ⚡ Recognize and share our skills, achievements and prospect relating to social responsibility and the global challenges.
- ⚡ Partner with state and federal agencies to harness state and federal funds for development.
- ⚡ Globalize our community by attracting an increased number of international students and scholars.
- ⚡ Encourage the widest possible use of our research findings and expertise.

Timeline: Implementation from year 2022 with annual progress through 2027.






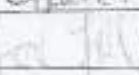
Key Performance Indicators

- ❖ Percentage of alumni and associate friends who maintain a supportive relationship with university.
- ❖ Number of advocacy activities conducted by staff and students.
- ❖ Income from partners as a percentage of total income.
- ❖ Number of international students and scholars.
- ❖ Influence of our research findings on policy formulation and the industry.

APPRECIATION

The Chairperson and members of the Committee are grateful to the Vice Chancellor and the University Administration for an opportunity to serve the university in this capacity.

SIGNATURE PAGE

Name	Position	Signature
Prof. Mrs. F. N. Okeke	- Chairperson	
Prof. Jerry Ugwuanyi	- Member	
Prof. U. M. Igwebuike	- Member	
Prof. Chidi Nzeadibe	- Member	
Prof. Ike Onyishi	- Member	
Dr. Mrs. Gloria I. Ezenne	- Member	
Mrs. Chinwe Ogu	- Secretary	