

KWARA STATE UNIVERSITY, MALETE



5-YEAR STRATEGIC PLAN

(2009-2014)

JUNE, 2011

MAIN VOLUME

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PREFACE

KWARA STATE UNIVERSITY, MALETE

The Kwara State University community stands on the threshold of change in the twenty-first century, eager to embrace the challenges and opportunities that will define our future and shape our destiny. We have approached the development of this strategic plan with great optimism and momentum, yet mindful of the increasing competitive pressures that will continue to surface in the years ahead. Our success in attaining the outcomes we seek for the University will be based on our commitment to the guiding principles of excellence, distinctiveness and innovation.

University education at the beginning of this century faces many challenges. The world for which we are preparing our students requires that we understand and incorporate academic programmes that will advance and drive innovation in teaching, learning and research. The competitive impetus of globalization is felt everywhere, from the admission of students, to the curricula they desire, to the research collaboration in which we take part. To ensure that talented students continue to choose Kwara State University, we must offer individuals, families and other stakeholders the value they seek in all its ramifications.

As educators, our commitment is to prepare our students for a fulfilled life intellectually, personally and professionally, who are job ready. These students will know a twenty-first century world where the frontiers of knowledge are characterized by fierce global competition and ever increasing technological advances. This is a world in which students may pursue many different careers during the course of their life-time perhaps in fields that don't exist today. We must, therefore, seek to instil in every student a lifelong passion for learning, an ability to adapt and thrive amid constant change, an entrepreneurial spirit, an appreciation for the contributions of diverse sectors of society, an ability to overcome social distance, and a sense of responsibility for civic engagement.

As scholars, we are an increasingly important part of a global enterprise that fosters the creation and dissemination of new knowledge and the development of technologies and promotes innovative solutions and creative expression. We must forge new partnerships that will promote inter-disciplinary scholarship and

translational research, thereby opening new opportunities that will address complex problems that exist at the interfaces of disciplines.

As local and global citizens, we have a responsibility to address societal problems. We do so most effectively through reciprocal partnerships with the neighbourhoods that surround us and with our global colleagues. It will take such collective effort to make meaningful contributions to sustaining our environment, fostering greater understanding, and celebrating our human diversity.

Kwara State University cannot thrive by copying others. Our distinctive character must be nurtured and promoted. We must shape our own destiny. Accomplishing this requires that we be innovative and create new and different pathways. We look to this plan to serve as a guide in setting priorities, informing decisions and focusing resources to allow us achieve our ambitions.

The Kwara State University maiden Strategic Plan 2009-2014 is an ambitious one. Realizing our vision will require energy and commitment from the entire University Community, host communities and from our key partners and supporters. I am confident that together we will achieve the aims of this plan and play a distinctive part in higher education not only in Nigeria, but also in Africa and across the world. On this note, I wish to make a special appeal to our well-wishers, to provide the moral and financial support that we need to realize the vision and goals articulated in this plan.

Professor Abdul-Rasheed Na'Allah

Vice-Chancellor,

June, 2011

EXECUTIVE SUMMARY

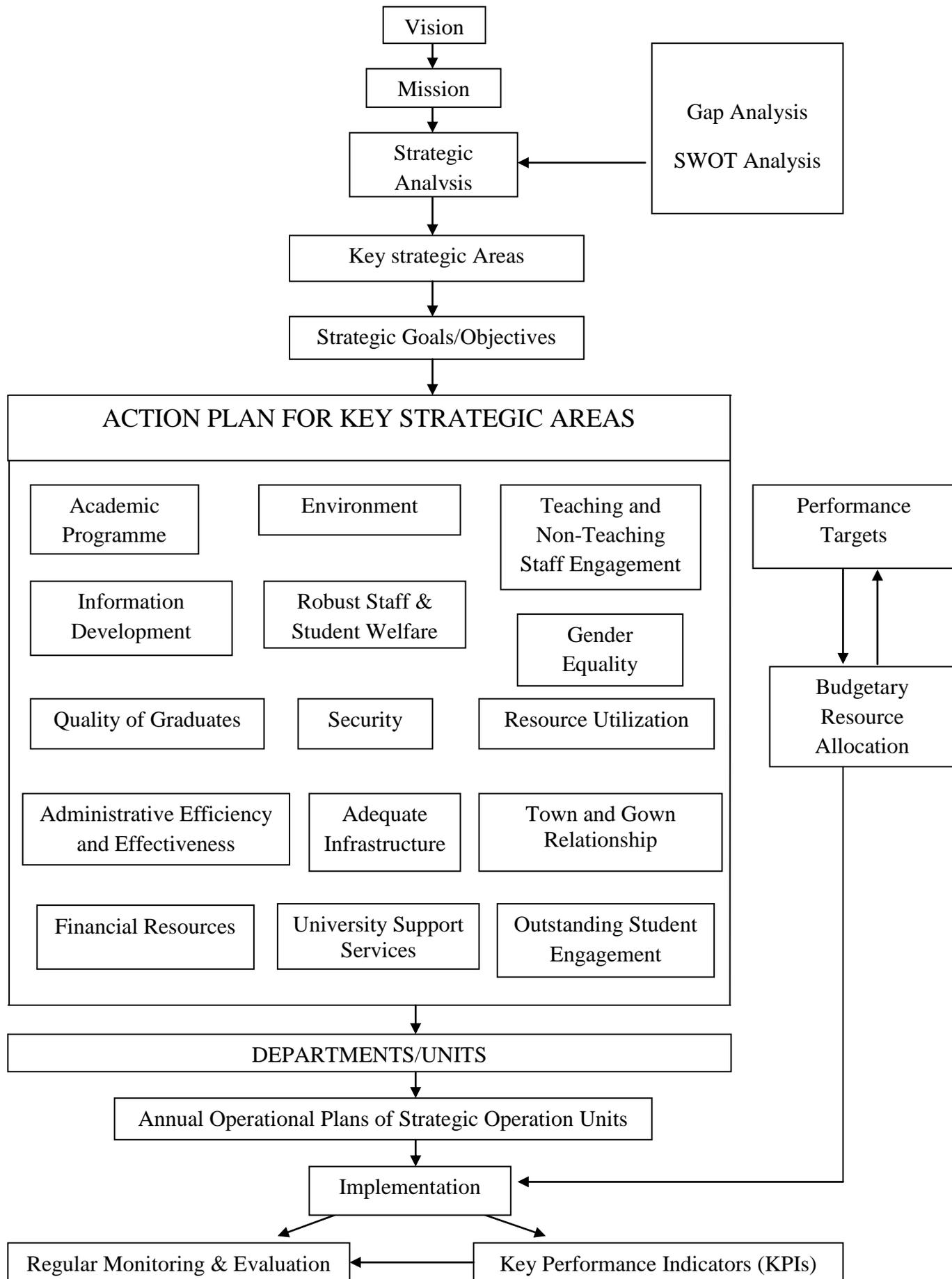
This is an ideal time for KWASU to formulate a strategic plan: the University is new. The KWASU Strategic Plan 2009-2014 provides a comprehensive and detailed institutional plan that will guide us to become a world class University which aspires to excellence in teaching, research and learning. The plan is intended to be a broad statement of KWASU goals and objectives in pursuit of the mission and vision of the University. As such, it is intended to serve the following institutional purposes:

- A framework for planning, prioritizing and decision making by all Strategic Operation Units
- A basis for allocating University's scarce resources
- To keep and develop consensus on a shared vision and direction of the University through its development process.
- In order to further advance its reputation, and excellence in teaching, learning and research, KWASU will continue to provide the highest standard of scholarship in our focused areas.
- The Plan essentially provides for growth in the areas of student enrolment, staffing and infrastructure.
- In line with the University's motto of 'Skills and integrity' the entrepreneurship skill will be mainstreamed into all academic programmes, and made compulsory for all undergraduates irrespective of the areas of interest and will therefore become a graduation requirement.
- In order to promote internalisation of student body, the University will develop and implement programmes to enhance intercultural experience on campus.
- In order to build the University's reputation as a World Class, Strategic and Operational Plans have been formulated in the strategic areas of academic development, University's support services, ICT and quality of graduates.
- The action plan for each strategic area includes specific responsibilities and deadlines. Regular monitoring and evaluation of physical projects will be conducted by the Works and Physical Planning Department, while the monitoring and evaluation of academic programmes will be undertaken by the Academic Research and Planning Unit.

In formulating the plan, the vision and mission statements and profile of the ideal graduates were articulated to reflect the University's value and make our graduate training change with the changing face of graduate education and career placement. The following strategic areas have been identified for action and development in order to help advance the goals of the University.

1. Academic Programmes
2. Institutional Development
3. Quality of Graduates
4. Internal Revenue Generation
5. Environment
6. Security
7. ICT
8. Gender Equality
9. Town and Gown Relationship
10. Robust staff welfare programme

FRAMEWORK OF KWARA STATE UNIVERSITY STRATEGIC PLANNING (2009-2014)



CHAPTER ONE

INTRODUCTION

1.1 Historical Development of KWASU

The journey towards establishing a State University in Kwara State began when attempts were made after 10 years of establishment of Kwara State College of Technology to transform it into a University. In 1982 attempts were made to establish a fresh University but the agreement with the Technical Partner Metripex failed. In 1983, further effort was aborted by the sudden change of government. In November 1990, the then Military Governor of Kwara State, Colonel Alwali Jauji Kazir, inaugurated a 15-man Committee under the former Vice-Chancellor of the University of Ilorin, the late Professor Samuel Afolabi Toyé, to work out logistics for the establishment of the Institution. The plan however, did not go beyond the drawing board. Also, in 2002, the then Governor of Kwara State, the late Alhaji Mohammed Alabi Lawal, took further step by setting up Professor Saka Nuhu Committee with the mandate to convert the present Kwara State Polytechnic to a University. The turning of the sod was undertaken by former President Olusegun Obasanjo, but Governor Lawal's administration failed to go beyond that step till the expiration of his tenure in May 2003.

History was however made on July 11, 2007 barely two months into the commencement of his second term in office, when Governor Bukola Saraki inaugurated a Technical Committee under the former Governor of Kwara State, Alhaji Mohammed Shaaba Lafiagi, to prepare grounds for the establishment of the Kwara State University. When that Committee completed its assignment in December, 2007, an Implementation Committee under the former Vice-Chancellor of the University of Ilorin, Prof. Shuaibu Oba AbdulRaheem, was constituted on January 15, 2008 to draw up the curriculum and prepare the masterplan for the University. The government subsequently sent a bill on the proposed Kwara State University to the State House of Assembly which was passed after series of deliberations. The Bill of the Kwara State University was therefore signed into law on December 24, 2008.

The Governor alongside members of the Implementation Committee obtained the certificate and instrument to operate the University on February 9, 2009 from the National Universities Commission (NUC). Thus, Kwara State University became the 34th State and the 95th University in Nigeria.

The Implementation Committee was converted to the Interim Governing Council by Governor Abubakar Bukola Saraki on April 14, 2009 to conduct the exercise for the recruitment of principal officers for the University. The pioneer Vice-Chancellor, Professor AbdulRasheed Na'Allah, who until his appointment, was Chair of the African American Studies Department of the Western Illinois University, Macomb, United States of America, assumed office on Monday, July 27, 2009.

On Monday, August 10, 2009, the Government of Kwara State went a step further to concretize the foundation it had laid for the University by inaugurating a substantive Governing Council for the University under former Governor Mohammed Shaaba Lafiagi CON, who had been involved in the conception and evolution of the University. Other members of the Governing Council are Professor Halidu I. Abubakar, Alhaji Shehu AbdulGafar OON, Chief (Mrs.) Wosilat T. Macarthy, Mr. Adetunji Fagbemi, Mr. Mudashiru Oladapo, Alhaji Toyin Sanusi, Dr. Ali Ahmad and Alhaji Abiodun Olayiwola, former Secretary of the Interim Council, who was appointed the Acting Registrar and Acting Secretary to the Governing Council. Two more principal officers were appointed. They were the Bursar, Mallam Mohammed Ndache and the University Librarian, Mallam Isiaka Atunde Alao, who assumed duty immediately.

Recruitment of Staff

In tune with its decisions to attract only high quality manpower for the institution, on September 5, 2009 applicants for non-teaching positions in the University wrote written examinations while between September 16 and 27, 2009 the University instituted public presentation for candidates who applied for teaching appointments.

Candidates who applied for the positions of Professor and Associate Professor; Senior Lecturer; Lecturer I & II as well as Assistant Lecturer presented lectures in

their areas of specialization before a cream of academics drawn mainly from the University of Ilorin, Obafemi Awolowo University, Ile-Ife and Al-Hikmah University, Ilorin.

The presentations were held between September 16 and 27, 2009. Candidates for the post of Senior Lecturer had their presentations on September 16, Professors and Associate Professors, September 17, while those for Lecturer I & II had theirs on September 18, 2009. Candidates for Assistant Lecturer position had their public presentations on September 23 and 24, 2009 while September 27 was set aside for candidates for all the academic cadres who could not make their presentations on dates stipulated for them.

The team of academic assessors who assessed the presentations comprised Professor Albert Olayemi, Deputy Vice-Chancellor, Management Services, University of Ilorin; Professors Deboye Kolawole and Modupe Kolawole of the Obafemi Awolowo University, Ile-Ife; and Professor Femi Oyedeji, Faculty of Education, University of Ilorin. Others were Dr. Gabriel A. Ajadi, Dr. Sanusi, Dept. of Linguistics, University of Ilorin; Dr. (Mrs.) Ibrahim, Dept. of English, University of Ilorin and Mrs. Olapeju Shuaibu, Dept. of Performing Arts, University of Ilorin.

On September 30, 2009, all candidates recommended for teaching appointments by the cream of academic experts appeared for oral interview before the Appointments and Promotions Committee of the University.

All successful candidates for teaching and non-teaching positions were expected to resume duty immediately for the expected take-off of the 2009/2010 academic session in October, 2009.

1.2 Background to the Formulation of Kwara State University (KWASU) Strategic Plan

The journey to the formulation of the Kwara State University Strategic Plan started at the 1st Regular meeting of the University Senate which was held on October 26, 2009. The meeting emphasized the need for the University to articulate

its strategic plan as soon as possible as this was very critical to the attainment of its goals. To this end, the Vice-Chancellor agreed that a Committee would be put in place to draw up a 5-year Strategic Plan after University-wide hearing and consultations. He assured the Senate that once a strategic plan was put in place, all administrative and financial decisions of the University would be guided by how far they relate and conform to the plan.

The issue of formulating the plan was also re-echoed at the 2nd Regular meeting which was held on November 18, 2009. The composition of the Strategic Plan Committee was spelt out by the Senate as follows:

- Representative of Governing Council
- Representative of the Provosts
- Director, Academic Planning
- Director, Centre for Innovative Technology (CIT)
- Student Representatives (Male and Female)
- Community Representative
- Director, Physical Planning
- Senate Representative
- Bursary's Representative
- Registry's Representative
- University Library Representative
- Representative of Congregation

The Vice-Chancellor then emphasized that the Committee would be inaugurated very soon and would receive inputs and suggestions from the entire University Community to facilitate the realization of a viable Strategic Plan for the University.

At the 3rd Regular meeting of the Senate, it unanimously adopted the nomination of Professor D. O. Kolawole as its representative on the Strategic Plan Committee.

The Kwara State University Strategic Plan Committee was eventually inaugurated by the Vice-Chancellor, Prof. AbdulRasheed Na’Allah, on Thursday March 4, 2010 with the following members and terms of reference:

Members:

• Prof. Innocent Okoye	Chairman	
• Prof. Deboye Kolawole	Senate	Member
• Prof. Funsho Oluleye	Provost	Member
• Isiaka Mope Rafiu	ICT	Member
• Nurudeen Idrees	Works/Phy, Planning	Member
• Mohammed Ndache	Bursar	Member
• Alhaji Olayiwola Abiodun	Ag. Registrar	Member
• Isiaka A. Alao	Univ. Librarian	Member
• Dr. Murtala Awodun	Congregation	Member
• Adediran Zainab	Student (Female)	Member
• Olayinka Yusuf	Student (Male)	Member
• Representative of the host Community		Member
• Chief (Mrs.) W. T. Macarthy	Governing Council	Member
▪ Alhaji Hussaini Subairu,	APIR	Member/Secretary

Terms of reference:

- a. To prepare and provide guidelines to the Colleges and Departments for drawing up strategic plans for the plan period based on National (University Statutes, or Laws) and institutional objectives.
- b. To mobilize Colleges, Departments and other KWASU Units to submit materials to the Strategic Plan (2009-2014) Committee.
- c. To appraise the environment in which the University operates and how it will maximize the advantages it provides KWASU over the plan period.
- d. To prepare general guidelines or objectives that provide a framework within which the Colleges would formulate their individual Strategic Plans.
- e. To collate the College, Departmental and other Units’ Strategic Plans along with the University level Plans and thereby form a draft composition plan for the University 5-year plan period.
- f. To provide recurrent and capital cost estimates for the implementation of every aspect of the plan.

- g. To prioritize the different proposals in the draft plan (based on national objectives, cost estimates, situation analysis and environmental scan) for inclusion in the final University Strategic Plan, 2009-2014.
- h. To submit a bound copy of Strategic Plan for the University to the Vice-Chancellor within four months.

The Committee held its inaugural meeting on March 29, 2010 and mapped out strategies for the accomplishment of the task within the stipulated time.

In the course of its deliberations, the Committee co-opted the following members into it:

- i. Representative of the Audit
- ii. Representative of the Project Manager
- iii. Provost, College of Engineering
- iv. Quantity Surveyor

1.3 OUTLINES OF THE STAGES IN ALGORITHM FOR THE PLAN

Table 1.3

S/N	STAGE AND TITLE	MAJOR ACTIVITIES	RESPONSIBILITY	TIME FRAME
1.	Setting a stage: Composition of the University Strategic Planning Committee (SPC)	1. VC to appoint Strategic Planning Committee 2. Provides Terms of Reference 3. Team to establish operational framework including identifying Strategic Operation Units	Vice-Chancellor Vice-Chancellor Kwasu Strategic Planning Committee	March 4 2010 March 4, 2010 March 4, 2010
2.	Sensitisation lecture to University Community	Team to organize Strategic Planning retreat/sensitization/lecture for all stakeholders.	Prof. Deboye Kolawole	March 15, 2010
3.	Pre-Planning Data Gathering	Gathering data from strategic operations units (SOU's)	Kwasu Strategic Planning Committee	April 2-15 2010

S/N	STAGE AND TITLE	MAJOR ACTIVITIES	RESPONSIBILITY	TIME FRAME
4.	Position Statement and KWASU Ideal Graduates	<p>Appraisal of the current position of the University i.e., Situation Analysis</p> <p>i. Establish milestones in the development of the institution;</p> <p>ii. Identify major competitors;</p> <p>iii. Identification of economic structure and resources profile;</p> <p>iv. Position analysis on:</p> <ul style="list-style-type: none"> ✚ Student population; ✚ Number of Colleges/Departments ✚ Number of courses ✚ Number of Programmes; ✚ Staff – Teaching and Non-Teaching ✚ Funding ✚ Infrastructure ✚ Key success factors – ✚ Vibrant Council, committed and dynamic leadership, committed staff, and ideal graduates 	<p>KWASU Strategic Planning Committee</p> <p>-do-</p> <p>-do-</p> <p>-do-</p> <p>-do-</p>	April 15-30 2010
5.	Strategic Analysis	Identification of University Strengths, Weaknesses Opportunities and Threats (SWOT Analysis)	KWASU Strategic Planning Committee	May 1-15 2010
6.	Identification of Strategic areas and core values	Formulation of Strategic Areas and core values taking into account the vision, Mission of the University.	KWASU Strategic Planning Committee	May 1-15 2010
7.	Identification of Goals, Objectives and Activities	Identification of Goals, Objectives and Activities	KWASU Strategic Planning Committee	May 1-15 2010

S/N	STAGE AND TITLE	MAJOR ACTIVITIES	RESPONSIBILITY	TIME FRAME
8.	Strategic Formulation/ Development	Determination of the best option for achieving objectives.	KWASU Strategic Planning Committee	May 1-15, 2010
9.	Identification of Strategic Operation Units	Identification of Strategic Operation Units	KWASU Strategic Planning Committee	May 1-15, 2010
10.	Preparation of Guidelines on formulation of plans for various Strategic Operation Units (SOUs)	Production of guidelines which provide the general framework within which Colleges, Departments and other units will prepare their plan	KWASU Strategic Planning Committee	May 1-15, 2010
11.	Collation of plan from various Strategic Operation Units	Collection, analysis and incorporation of all plans from various levels	KWASU Strategic Planning Committee	May 1-15, 2010
12.	Continuation of Consultation process	Consultation with staff and other stakeholders including host communities to accommodate comments and inputs	KWASU Strategic Planning Committee	May 16-23, 2010
13.	Development of Operational Plan (Action Plan)	Development of action plan to specify: <ul style="list-style-type: none"> ➤ Goals; ➤ Objectives; ➤ Strategy (Projects); ➤ Activities; ➤ Cost implication; ➤ Rolling Plan (Budgeting) ➤ Timeframe; ➤ Resources requirement 	KWASU Strategic Planning Committee	May 24, 2010
14.	Budgeting	Extending Rolling Plan into annual budget detailing capital and recurrent components of the budget.	KWASU Strategic Planning Committee	May 24, 2010
15.	Action Plan	Identification of key tasks to be undertaken, resource requirements and assignment of responsibilities.	KWASU Strategic Planning Committee	May 24, 2010
16.	Action Plan for Activities requiring immediate action (i.e. 1 year)	Detailed exposition on only the activities requiring immediate (12 months) action.	KWASU Strategic Planning Committee	May 24, 2010
17.	Strategy for Monitoring and Evaluation	Identification of Units to be responsible for tracking progress	KWASU Strategic Planning Committee	May 25, 2010

S/N	STAGE AND TITLE	MAJOR ACTIVITIES	RESPONSIBILITY	TIME FRAME
18.	Draft Report writing	The Secretariat to undertake the writing of Draft Report	The Secretariat	May 27 - June 9, 2010
19.	Review of Draft Report	Review of the Draft Report	KWASU Strategic Planning Committee	June 20-24, 2011
20.	Production of Zero Draft Report	Accommodation of adjustments/changes and production of Draft Report	The Secretariat	June 24, 2011
21.	Production of Zero Plus One Report	Review of Zero Draft Report and production of zero plus one report	KWASU Strategic Planning Committee	January 12-14, 2012
22.	Production of Final Report	Accommodation adjustment and production of final Report	The Secretariat	January 15-February 15, 2012
23.	Submission of Final Plan to Vice Chancellor		KWASU Strategic Planning Committee	February 29, 2012

1.4 Identification of Strategic Operation Units

The following Strategic Operation Units (SOUs) were identified:

- i. College of Humanities, Management and Social Sciences;
- ii. College of Pure and Applied Sciences;
- iii. College of Agriculture and Veterinary Medicine;
- iv. College of Education;
- v. College of Information and Communication Technology;
- vi. College of Engineering & Technology;
- vii. Vice-Chancellor's Office:
 -  Internal Audit
 -  Student Affairs
 -  Academic Research and Planning Unit
 -  University Relations
 -  Centre For Innovative Technology (CIT)
 -  University Legal Services
 -  University Safety Unit
 -  Directorate of Sports

- ✚ University Health Services
 - Doctors
 - Pharmacy
 - Medical records
 - Environmental health
 - Nursing
 - Medical laboratory
 - Secretariat
- viii. Registry:
 - ✚ Human Resources Division
 - ✚ Academic Division
- ix. Bursary
 - ✚ Pay Roll and Cash Advances
 - ✚ Budget & Expenditure Control
 - ✚ Revenue
 - ✚ Final Account & Reconciliation
 - ✚ Stores and Procurement
 - ✚ Cash Unit
- x. University Library
 - ✚ Collection Development Division
 - ✚ Technical Services Division
 - ✚ Readers'- Services Division
 - ✚ Audio-Visual and E-Resources Division
 - ✚ Branch Library Services Division
- xi. Works & Physical Planning
 - ✚ Mechanical & Transport
 - ✚ Building & Civil
 - ✚ Parks & Gardens
 - ✚ Electrical & Telecommunications
 - ✚ Physical Development and Infrastructure.

1.5 Identification of Strategic Operation Areas

Taking into account the Vision and Mission of Kwara State University, as well as the positioning of the University and its conception of the ideal students, the following 15 strategic areas have been identified for action and development in realizing the University's goals. These are as follow:

- i. Academic Programmes (Teaching, Learning and Research)

- ii. Infrastructural Development
- iii. Quality of Graduates
- iv. Financial Resources
- v. Environment
- vi. Robust Welfare Programme
- vii. Security & Safety
- viii. ICT Infrastructure
- ix. Gender Equality
- x. Teaching and Non- Teaching Staff Engagement
- xi. Town and Gown Relationship
- xii. Resource Utilisation
- xiii. University Support Services
- xiv. Outstanding Student Engagements
- xv. Administrative Efficiency and Effectiveness

1.6 Data Requirement list and sources

In preparing this document, the Strategic Planning Committee obtained the following data from various sources as specified:

<u>S/N</u>	<u>Type of Data</u>	<u>Source</u>
1.	Background Information about the University	CIT
2.	Student Population	Registry/College Offices
3.	Science/Arts Ratio	Registry/College Offices
4.	Internally Generated Revenue (IGR)	Bursary
5.	Subventions & Grants from Government	Bursary
6.	Number of Teaching Staff	Registry/College Offices
7.	Number of non-Teaching Staff	Registry
8.	Ratio of Teaching/ Non-Teaching Staff	Registry
9.	Record of Current Academic Programmes	Registry
10.	Gender Distribution of Staff and Students	Registry/College Offices
11.	Number of Hostels and Students	Registry
12.	Welfare Programme for Staff	Registry

13.	Other sources of funds available to the University	Bursary
14.	National and International Spread of Staff and Students	Registry
15.	ICT Compliance by Management, Staff and Student	CIT/Registry
16.	Cut-off Marks for Admission	Senate
17.	Ratio of IGR to Subvention from Government	Bursary
18.	School Policy/Regulations	Registry
19.	Students involvement in Management Committees	Registry
20.	Growth of Wide Area Networks (WANs) and Local Area Networks (LANs)	CIT
21.	Investment Rate, Volume and Spread	Bursary
22.	Staff Development and Training	Registry
23.	Statistics of disciplinary measures	Registry
24.	Teaching Staff Performance Evaluation (Peer Evaluation and Student Course Evaluation of Teaching Staff)	Vice-Chancellor's Office
25.	Students Results	Registry
26.	Number of Committees set up by the University	Registry
27.	Health Services – Number of Staff and Students registered and treated	University Health Services

1.7 Sensitisation/Consultation Process

The methodology adopted in formulating the plan was that of bottom-up-approach which is regarded as the best practice in articulating a development plan. In this regard, the Committee embarked upon a sensitization exercise to carry along the entire members of the University Community and other stakeholders. Hence, a member of the Committee who is the Provost, College of Pure and Applied Sciences, Prof. Deboye Kolawole, delivered a paper which centred on the following:

- (i) Concept of Strategic Plan;
- (ii) Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT);

- (iii) Analysis of Core Values of the University;
- (iv) Political, Economic, Social and Technological Analysis (PEST)

The second in the series of the sensitization exercise to the Strategic Operation Units was anchored jointly by Dr. Muritala Awodun and Alhaji H.T. Subairu. While Dr. Awodun gave details on the application of SWOT Analysis, Alhaji Subairu addressed issues relating to the Concepts, Goals, Objectives, Strategies, Activities and Costing to the participants. Templates were later distributed to Strategic Operation Units (SOUs) for completion and submission to the Secretariat.

However, when it became apparent that most Strategic Operation Units (SOUs) did not fully comprehend the technicalities involved in completing the templates a further sensitization exercise was held whereby all grey areas were explained to the representatives of Strategic Operation Units (SOUs). The session was anchored jointly by the Chairman, Prof. Okoye, Prof. Kolawole and the Secretary, Alhaji Subairu Hussaini Tunde. The templates were subsequently completed by the affected Strategic Operation Units and returned to the Secretariat, which served as inputs to the plan. In view of the fact that one of the strategic areas is Community Development (by fostering town and gown cordial relationship) and to elicit grassroots participation which is the hallmark of any meaningful plan, the Committee continued its consultation process to the host communities. In this respect, the Committee visited the following villages and settlements:

- i. Malete
- ii. Elemere
- iii. Shao
- iv. Asomu
- v. Gbugudu

The visitation was led by the Chairman of the Committee, Prof. Innocent Okoye, during which suggestions were received from the communities on strategies for fostering town and gown cordial relationship, and which were factored into the plan.

1.8 Key Success Factors

The modest achievements so far recorded are explicable in terms of the following facilitating factors:

- i. Political will of the last administration in the state under the able and dynamic leadership of the executive Governor, His Excellency, Dr. Abubakar Bukola Saraki and the willingness of the present Executive Governor, Alhaji Abdulfatai Ahmed to sustain the tempo of infrastructural development, maintenance of existing facilities and regular payment of staff salaries and other overhead costs.
- ii. Effective, dynamic, visionary and purposeful leadership of the Vice Chancellor of the University, Prof. AbdulRasheed Na'Allah.
- iii. Effectiveness of the University Council and Senate members and expeditious implementation of their decisions by the University Management.
- iv. Commitment of staff members to the ideals, mission, vision and strategic goals and objectives of the University.
- v. Cordial relationship between teaching and non-teaching staff.
- vi. Effective coordination of units using constitution of committees approach.
- vii. Presence of Information And Communication Technology (ICT).
- viii. Prudent and judicious management of human, material and financial resources.
- ix. The prevalent atmosphere of peace, harmony, and concord in the University community.
- x. The various efforts being made to expand the revenue generating capacity of the University.
- xi. Donor agencies (Education Trust Fund) intervention in the execution of critical projects in the University.
- xii. The enthronement of the culture of good administration and strict adherence to the rule of law and order.
- xiii. Cordial town and gown relationship.

1.9 Major Competitors

There is the presence of the following major competitors:

- i. University of Ilorin
- ii. Al-Hikma University, Ilorin
- iii. National Open University of Nigeria- Sango and Sobi Centres
- iv. Landmark University, Omu-Aran.
- v. University of Ado-Ekiti operating at College of Education, Ilorin Study Centre
- vi. LAUTECH Study Centre
- vii. Online Universities.

1.10 Economic Structure and Resource Profile

The Kwara State Government is the main financier of the University and has been responsible for both capital and recurrent expenditure. However, within the limit of its available funds, the University has been able to promote an effective utilisation of its resources by resorting to the following strategies:

- i. Optimal allocation of resources across all sections of the University.
- ii. Re-invigorating the audit department to minimise waste.
- iii. Adopting due-process in committing resources.
- iv. Getting full value for all University expenditure.

Aside from the foregoing, the University is taking steps to secure a sustainable line of funding aimed at boosting the internally generated fund through expanded and diversified funding partnership and increased efficiency of operations.

CHAPTER TWO

VISION, MISSION STATEMENTS, AND CORE VALUES

2.1 Vision

To be foremost in expanding the frontiers of knowledge and be most innovative in disseminating knowledge towards advancing the cause of humanity.

2.2 Mission Statement

To be the fulcrum of a knowledge-driven society, building competencies and fostering determination and competition among people through the instrumentality of modern technology.

The University seeks to accomplish this mission by:

- ✚ Adopting a whole-person approach to education which enables its students to think, judge, care and ultimately, act responsibly in the changing environment of Nigeria and the world at large.
- ✚ Developing integrated programmes of study at the undergraduate level which are relevant to Nigeria's needs in a changing international environment.
- ✚ Maintaining a distinctive role in the Nigerian tertiary education sector with designated disciplinary coverage in Humanities, Management and Social Sciences, ICT, Education, Pure and Applied Sciences, Environmental Sciences, Agriculture and Veterinary Medicine ,Engineering and Technology, Law, Medicine and Pharmaceutical Sciences.
- ✚ Enhancing students' whole person development through enriched campus life and programmes.
- ✚ Offering high standard undergraduate programmes.
- ✚ Equipping students with life-long learning skills and helping them to become life-long learners.
- ✚ Promoting interaction and exchange with other institutions of higher learning throughout the world.

- ✚ Interacting with various sectors in the host communities in a mutually beneficial way.
- ✚ Making the most effective use of the human, financial and technical resources available for the pursuit of its goals.
- ✚ Exceptional student-learning environment
- ✚ Professionally accomplished teaching and non-teaching staff who are strongly committed to students learning and development.
- ✚ Exceptional student support service, resources and facilities.
- ✚ High quality, integrated, interdependent programmes that offer a wide range of choices as appropriate to the needs of the University's students and the Country as a whole.

2.3 Core Values

The University shall uphold the following core values which shall inform all its strategies, programmes and activities and keep it on track as it pursues its mission.

- ✚ World Class status
- ✚ Community Development
- ✚ ICT Driven
- ✚ Research
- ✚ Fund Generation and Financial Independence
- ✚ Entrepreneurship
- ✚ Skills and Integrity

2.4 Positioning KWASU

KWASU has established itself as a unique institution. It is well positioned to flourish in the coming years in embracing the vast opportunities and challenges that lie ahead. The University will build on its niche by reinforcing the distinctive strength of its ethos and continuing its pursuit of highest educational standards in its respective areas of focus.

2.4.1 *Departments and Academic Programmes*

The University is at present operating 6 Colleges, 24 departments and 36 programmes as follows:

Table 2.4.1a: COLLEGE OF EDUCATION

DEPARTMENT	PROGRAMME
1. Business Education	B.Ed Business Education
2. Primary And Early Childhood	B.Ed Primary And Early Childhood
3. Kinesiology & Health Education	B.Ed Kinesiology & Health Education
4. Special Education	B. Ed Special Education

Table 2.4.1b COLLEGE OF AGRICULTURAL AND VETERINARY MEDICINE

DEPARTMENT	PROGRAMME
1. Agricultural Extension Services	B. Agric
2. Animal Production and Veterinary Medicine	B. Agric
3. Crop Production and Forest Management	B. Agric

Table 2.4.1c COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES

DEPARTMENT	PROGRAMME
1. Management Sciences	<ul style="list-style-type: none">• B.Sc Accounting• B.Sc Banking And Finance• B.Sc Entrepreneurship Studies

DEPARTMENT	PROGRAMME
2. Social Sciences And Global Studies	<ul style="list-style-type: none"> • B.Sc Economics • B.Sc Political Science
3. Islamic, Christianity And Comparative Religious Studies	<ul style="list-style-type: none"> • B.A Islamic Studies • B.A Christianity
4. Linguistics	<ul style="list-style-type: none"> • B.A Linguistics
5. Languages, and Literary Studies	<ul style="list-style-type: none"> • B.A English Language • B.A Arabic Studies
6. Tourism And Hospitality	<ul style="list-style-type: none"> • B.Sc Tourism
7. School Of Visual And Performing Arts	<ul style="list-style-type: none"> • B.A Visual And Performing Arts

Table 2.4.1d COLLEGE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT	PROGRAMME
1. Computer Science, Library and Information Science	<ul style="list-style-type: none"> • B.Sc Computer Science • B.Sc Library and Information Science
2. Mass Communication	<ul style="list-style-type: none"> • B.Sc Mass Communication

Table 2.4.1e COLLEGE OF PURE AND APPLIED SCIENCES

DEPARTMENT	PROGRAMME
1. Biosciences and Bio-Technology	<ul style="list-style-type: none"> • B.Sc Biochemistry • B.Sc Microbiology • B.Sc Plant And Environmental Sciences • B.Sc Zoology

DEPARTMENT	PROGRAMME
2. Chemical, Geological And Physical Science	<ul style="list-style-type: none"> • B.Sc Industrial Chemistry • B.Sc Geology And Mineral Science • B.Sc Physics And Material Science
3. Statistics and Mathematical Sciences.	<ul style="list-style-type: none"> • B.Sc Mathematics • B.Sc Statistics

Table 2.4.1f COLLEGE OF ENGINEERING & TECHNOLOGY

DEPARTMENT	PROGRAMME
1. Civil Engineering	B.Sc Engineering
2. Electrical & Computer Engineering	B.Sc Engineering
3. Food, Agriculture & Biological Engineering	B.Sc Engineering
4. Material Science Engineering	B.Sc Engineering
5. Mechanical & Aerospace Engineering	B.Sc Engineering

The above departments/programmes are in the first phase of the University development.

The University is now in its third session and has a total of 2406 students' enrolment. Its total staff strength is 311 made up of 181 teaching (93 males and 20 females) while non-teaching staff has 285 (205 males and 80 females).

2.4.2 Infrastructural Development

The Malete Campus of the University has the following facilities.

- ✚ Two (2) hostel blocks (Male and Female)

- ✚ One complex housing Central Administration, staff offices, classrooms, a 500-seater capacity auditorium, University Health Services, Main Library, and E-Library.
- ✚ Two 500KVA Generating sets to supplement power supply from the National Grid.
- ✚ Main gate, a boulevard leading to the campus and other subsidiary road network.
- ✚ 10 Units of 2-bedroom staff quarters.
- ✚ Four mini-water works supplied by boreholes
- ✚ Sewage reticulation under construction
- ✚ E-Library building
- ✚ New set of functional buildings housing computer laboratories, staff offices and classrooms.
- ✚ The Network Operation Centre (NOC) which is equipped with the following facilities and provides internet-services for staff and students for the smooth operations of the University system:
 - Campus wide Internet Access
 - Wired/wireless network (KWASUNET)
 - KWASU Website/Student Portal
 - Computer Laboratory (male/female hostels)
 - Automation of Bursary Operation (Payroll etc)
 - Production of Students ID-Cards

2.4.3 Transportation

In order to enhance the efficiency and effectiveness of its staff, the University procured a large number of official vehicles and distributed some to Principal Officers, Provosts of Colleges and Heads of Strategic Units while retaining some as pool vehicles. The University has an arrangement with some private transport providers to convey staff and students to and from the Campus.

2.4.4 Security

On security, the University has maintained a crisis-free academic environment. It has also been able to maintain a very cordial relationship between the staff and students. The University contracted its security operations to FARSAR, WAFO and MOONLIGHT security outfits. There is also the university Safety Unit headed by the Chief Security Officer (CSO) which is responsible for surveillance and intelligence gathering.

2.4.5 Additional Security Measures

The following measures have been put in place to enhance internal security in and around the Malete Campus:

- i. Provision of Police Post and constant police patrol;
- ii. Donation of Patrol Van to Malete Police Post by the Kwara State Government;
- iii. Procurement of Patrol Van for the University Safety Unit by KWASU;
- iv. Setting up of a security Committee made up of the representative of the University, Police, Army, and the Community which meets regularly.

2.4.6 Sanitation

The University has made arrangement for sanitation on the campus by outsourcing the cleaning of the offices and hostels to OLA-KLEEN which is doing a satisfactory job so far. However, there is the need to make adequate arrangement for the cleaning of the external environment of the University.

2.4.7 Academic development

On academic development, the University has developed its academic programmes in a structured, carefully planned and well-balanced manner to ensure that adequate human and material resources are always mobilized, allocated and utilized to guarantee quality, prudence and accountability.

The development of all academic programmes of the University is charted over a 15-year period, divided into three phases at the end of which all colleges, departments and programmes should have been fully established. Each phase of the growth and development shall be for a period of 5 years and shall be typified by the establishment of new colleges, departments and academic programmes at the undergraduate and/or postgraduate levels. The process of mounting of new academic programmes by the University has always been in line with the requirements stipulated by the National Universities Commission (NUC).

2.5 Profile of the Ideal KWASU Students

The Kwara State University aims to instil a sense of civic duty in its students and to cultivate skills, competences and sensibilities that enable graduates to pursue their goals in a rapidly changing social, cultural and economic environment. KWASU graduates will have breadth and depth of vision, the desire and capacity for public service, an awareness of the complexities that characterize enduring human dilemmas, and, consequently, maturity of judgement. Excellent as leaders and employees, KWASU graduates will be the beneficiaries of a multi-dimensional approach to learning.

Specifically, the ideal KWASU graduate will:

- ✚ Have strong oral and written language proficiency in English together with excellent communication and interpersonal skills;
- ✚ Be committed to involvement in and service to the community;
- ✚ Have an international outlook and be able to understand problems from different cultural perspectives;
- ✚ Have a secure grounding in his or her chosen academic field(s) and an awareness of possible cross-disciplinary applications;
- ✚ Possess essential generic research-related skills, including knowledge of information communication technology;
- ✚ Have strong analytical skills and a capacity for independent critical thinking;
- ✚ Be imaginative and possess problem-solving capabilities;

- ✚ Be capable of imaginative sound planning;
- ✚ Have excellent cooperative skills based on tolerance, integrity, civility and sense of personal responsibility; and
- ✚ Have both the capacity and the desire for life-long learning.

CHAPTER THREE

STRATEGIC ANALYSIS

3.1 Gap Analysis

The University has figured out current realities for its desired future. Consequently, the gap analysis of its core values has been articulated for its pursuit as follows:

Table 3:1 Gap Analysis

S/N	CORE VALUES	CURRENT STATUS	TARGET	STRATEGY FOR REACHING TARGET	RESPON-SIBILITY	DURATION
1	World class status	On course	Rank among the top tier in Nigerian University system in terms of quality and reputation of academic programme by 2014	<ul style="list-style-type: none"> Creating an enabling environment for teaching, learning and research in terms of equipment, facilities and infrastructure; engagement and retention of top class teaching and non-teaching staff and robust staff welfare programmes including staff development 	State Government, Governing Council, and University Management	2009-2014
2	Community Development	On course	Positively impact by ensuring the socio-economic development of the host communities substantially by 2014	<ul style="list-style-type: none"> Ensuring town and gown partnership and collaboration on programmes that are germane to the implementation of welfare programme and quality of life of individuals and groups in the host communities. 	Senate, University Management, staff and Students	2009-2014

S/N	CORE VALUES	CURRENT STATUS	TARGET	STRATEGY FOR REACHING TARGET	RESPONSIBILITY	DURATION
3	ICT Driven	On course	Making ICT facilities 100% functional to improving the quality of service of the University including automation of processes by 2014	<ul style="list-style-type: none"> • Creating an enabling environment such as provision of facilities including Local Area Networking (LAN), campus wide Internet access, and provision of support for the growth of ICT infrastructure. • Facilitate the training and retraining of computer personnel, staff and students. • Provide opportunities for staff and students on the acquisition of personal computers. 	University Management	2009-2014
4	Research	On course	To be at par with Nigeria's leading Universities on Research by 2014	<ul style="list-style-type: none"> • Creating an enabling environment for research development in terms of equipment, facilities, and engagement of top class teaching staff with competitive remuneration and other welfare programmes. 	Senate and University management	2009-2014
5	Fund Generation	On course	To secure sustainable Internally Generated Revenue, by generating about 5% of its total recurrent budgetary requirement by 2014	<ul style="list-style-type: none"> • Launching of endowment funds • Developing linkages with philanthropic organizations, NGOs and donor agencies (internal and external). • Embanking on several investment activities. 	University management	2009-2014

S/N	CORE VALUES	CURRENT STATUS	TARGET	STRATEGY FOR REACHING TARGET	RESPONSIBILITY	DURATION
6	Entrepreneurship	On course	To ensure that by 2014, all graduates produced by the University are themselves entrepreneurs, and job ready	<ul style="list-style-type: none"> Integrating compulsory entrepreneurship training in the curricula as a prerequisite for the award of degrees Introduce compulsory discipline-based computer appreciation programme. 	Senate, University Management and Relevant Colleges	2009-2014
7	Skills and Integrity	On course	To ensure that by 2014, all graduates produced by the University have excellent cooperative skills based on integrity, tolerance, civility and sense of personal responsibility.	<ul style="list-style-type: none"> Integrate compulsory practical entrepreneurship and leadership training and introduce cooperative training programme in the curricula. 	Senate and University management	2009-2014

3.2 SWOT Analysis

The Kwara State University's Strengths, Weaknesses, Opportunities and Threats (SWOT) were identified by the Strategic Planning Committee after several brain storming sessions of its environmental scanning. The SWOT analysis provided a roadmap in defining strategic directions that are germane to the growth and development of the University in the next 5 years. The SWOT analysis is expatiated as follows:

Table 3.2a: Identified Strengths

S/N	IDENTIFIED STRENGTHS	ENHANCEMENT STRATEGY	PROTECTION STRATEGY	HOW TO USE IT ADVANTAGEOUSLY
1	Good number of students and staff on ground	Sustain admission quota Employ qualified staff	Mounting and constantly revising attractive programmes Embarking on attractive staff welfare programmes	Staff training and retraining for capacity building

S/N	IDENTIFIED STRENGTHS	ENHANCEMENT STRATEGY	PROTECTION STRATEGY	HOW TO USE IT ADVANTAGEOUSLY
2	Large expanse of land	Enhance construction of infrastructure to support the growth of the University	Prevent land encroachment by illegal land speculators Ensure adherence to planned structure in the Master Plan subject to periodic review. Ensure that original owners are adequately resettled.	Engaging in agricultural programme to generate funds, e.g. planting of economic trees and subsistence farming
3	Prompt payment of staff salaries	Payment of existing salary structure obtainable in Federal Universities	Effective internal control mechanism Judicious utilisation of available resources	Recruiting and retaining the best hands.
4	Dedicated and qualitative staff	Implementation of competitive salary package, provision of effective working tools, opportunity for training and retraining of staff	Promotion of qualified staff as and when due. Attractive staff welfare package	Optimal utilisation of services of staff
5	Cordial Town and Gown relationship.	Embarking on Community programmes to ensure socio-economic development of the host communities.	Partner with Communities to improve the welfare and quality of life. Increase participation and attendance of the University and Community's members at University's socio-cultural events.	Maintaining the cordial town and gown relationship. Maintain constant sensitization on University and host communities' peaceful co-existence.
6	A dynamic and visionary Vice Chancellor of the University	Continuous appointment of suitably qualified Vice-Chancellor Use of Committees structure to assist in the formulation of qualitative decisions, policies and programme. Attractive working conditions for Vice-Chancellor.	Continuous execution of policies and programmes for the growth and development of the University	Ensure the sustainability of quality of advice made available to the Vice Chancellor. Encouraging the cooperation of staff, students and the host communities.
7	Highly ICT driven	Continuous upgrading of ICT facilities Adequate funding and maintenance of ICT from Government, donors and philanthropies.	Maintenance of Existing ICT facilities. Periodic exposure of ICT personnel to capacity building	Maximizing use of ICT services.

Table 3.2b: Identified Weaknesses

S/N	IDENTIFIED WEAKNESSES	EFFECTS ON THE UNIVERSITY	EXPLOITATION STRATEGY	HOW TO MAKE IT LESS OBVIOUS
1	Inadequate office accommodation for staff	Sharing of offices affects productivity. Undermine accreditation of University's programmes.	Construction of Senate building to house admin. Offices. Construction of additional offices for teaching staff.	Optimal utilisation of existing offices by continuing the sharing of offices before the first accreditation exercise.
2	Shortage of teaching staff in many academic departments	Difficulty to effectively run the existing programmes. Negative effect on resource verification and accreditation exercise. Constraint in mounting new programme.	Recruitment of teaching staff in the needed areas. Provision of resources to carry out their primary assignment.	Making optimal use of the existing teaching staff Engaging more adjunct, part-time, visiting and Sabbatical Lecturers
3	Inadequate office equipment, classrooms, laboratories, studios, workshops and lack of a purpose-built library	Low staff morale and job satisfaction. Making teaching and learning very stressful. Seriously undermines the accreditation of the University programmes	Provision of highlighted facilities.	Managing with the existing facilities
4.	Inadequate funding.	Inability to attract and retain senior academics. Inability to meet urgent needs which slows down operations and activities.	Embarking on measures to boost IGR through endowments, investment and public-private partnership	Embark on additional sources of funds to boost IGR
5.	Existence of some non-viable undergraduate programmes.	Waste of scarce resources and low students enrolment in those programmes	Efforts should be made to make the programmes more attractive Repackaging in terms of names, course contents and charging of differential fees.	Rationalisation of existing unviable courses.
6.	Limited transport facilities	Lateness to work and absenteeism. Dwindling productivity.	The University to make perfect arrangement with private transport providers on staff movement on daily basis	Encouraging staff to reside in the host communities.

Table 3.2c: Identified Opportunities

S/N	IDENTIFIED OPPORTUNITIES	OBSTACLES TO UTILISING IT	EXPLOITATION STRATEGY	PROBABLE DURATION
1	Large pool of potential applicants for admission.	High school fees may discourage applicants Limited attractive programmes may limit applicants	Mounting more attractive programmes and maintaining uninterrupted academic calendar	On a continuous basis
2	New University with opportunity to attract best staff and students	Limited facilities and attractive programmes.	Provision of facilities to support the mounting of attractive programmes Maintaining attractive salary and welfare package.	On a continuous basis.
3	Large deposit of minerals in the State	Absence of technological know-how and finance to partner with the state.	Strengthen the Department of Geology and Mineral Sciences to undertake surveys of minerals.	On a continuous basis.

Table 3.2d: Identified Threats

S/N	IDENTIFIED THREATS	POSSIBLE EFFECT	STRATEGY FOR ELIMINATION	PROBABLE DURATION
1	Presence of the following competitors: <ul style="list-style-type: none"> • University of Ilorin • Al-Hikma University, Ilorin; • Landmark University, Omu-Aran • National Open University Study Centres, Sobi Baracks and Sango, Ilorin; • University of Ado-Ekiti Study Centre at College of Education, Ilorin; • LAUTECH Study Centre, and • Online Private Universities 	Competitors will equally attract applicants and that can lead to declining enrolment figures Increased competition for qualified teaching staff.	Implementing high quality and challenging academic programmes to produce job ready graduates who are entrepreneurs. Implementing attractive salary Package to attract and retain teaching staff. Provision of adequate tools and facilities for efficiency of staff	On a continuous basis.

S/N	IDENTIFIED THREATS	POSSIBLE EFFECT	STRATEGY FOR ELIMINATION	PROBABLE DURATION
2	Regulatory bodies such as <ul style="list-style-type: none"> • State Government • National Universities Commission (NUC) • Professional Bodies • Examination Bodies 	Policies may disrupt strategic direction of the University. Imposition of stringent accreditation requirements.	Put in place measures (best practices) to meeting special benchmarks for accreditation as stipulated by the NUC and professional bodies. Effective lobbying of Government functionaries. Prompt recruitment of teaching staff and provision of infrastructures to support the growth of students' population.	On a continuous basis,
3	Inadequate Resource base.	Affects efficiency of operations; Inability to attract and retain teaching staff; Inability to provide adequate facilities/ tools, equipment for teaching and research.	Sourcing for ways to boost Internally Generated Revenue through endowments and investments	On a continuous basis.
4.	High school fees	Non-admission of many brilliant but indigent students	Payment of variable school fees. Introduction of scholarship schemes.	On a continuous basis.

CHAPTER FOUR

GOALS, OBJECTIVES AND STRATEGY FOR 2009-2014

The following goals, objectives, and strategies are formulated to support our mission, vision and aspirations to meet the challenges of the 21st Century, our commitment to the guiding principle of excellence, distinctiveness and innovation and thereby satisfy the interest of our market clientele.

Below are goals, objectives and strategies for the implementation of KWASU Strategic Plan (2009-2014) for the actualization of the University Vision and Mission Statements.

Table 4.1: Goals, Objectives and Strategies.

S/N	GOAL	OBJECTIVES	STRATEGIES
1.	Develop, provide high quality, challenging innovative, result-oriented and rigorous academic programmes that engage students and teaching staff in life-long learning, critical thinking, inquiring and reflection that define KWASU as one of the nation's leading universities.	By 2014, KWASU should rank among the top tier among Nigeria's universities in terms of quality and reputation of its academic programmes with at least 10 programmes ranked in the top 10 and at least 20 programmes ranked in the top 20 of Nigerian universities.	<ul style="list-style-type: none"> • Aggressively pursue accreditation for each programme, by setting up and implementing the recommendations of Accreditation Committee expeditiously to meeting the accreditation requirements of programmes as stipulated by the National Universities Commission (NUC); • Provide state-of-the-art instructional technology equipment to support teaching and learning processes; • Infuse and integrate technology in all aspects of teaching, learning and administration; • Adhere strictly to Student/Teacher Ratio (STR) and Science/Art Ratio. • Ensuring Quality Assurance for sustained quality academic standard. • Programmes repacking and renaming to be market-driven. • Maintain broad-based curricula. Introduction of new programmes

			<p>that are aligned with the institutional mission and vision leveraging KWASU's, many strengths that best position students for career success.</p> <ul style="list-style-type: none"> • Periodic modification of course contents. • Increased teaching staff accountability for students learning and development. • Explore inter-institutional learning opportunities through students and staff exchanges. • Sustain and develop academic programmes with clear career paths that address the economic and social needs of the society
2.	Provision of new physical structures and infrastructure and constant maintenance of existing one to support the growth, expansion and sustainability of the University.	Achieve 100% in the construction and maintenance of all planned physical structures and infrastructure to support the growth and expansion of the University by 2014.	<ul style="list-style-type: none"> • Completion of all on-going projects. • Strict adherence to the maintenance programmes of the University. • Provision of adequate hostel accommodation for the students during the plan period. • Collaborate with private sector developers on the provision of additional hostel accommodation for the students during the plan period • Replacement and regular maintenance of all University physical structures, infrastructure and facilities • Adequate staffing of Works and Physical Planning Department to monitor the implementation of the University Master Plan
3.	To produce high quality graduates who are job ready in areas of high employer demand and contribute to solving society's challenges.	Ensure that 100% of the graduates produced by the University by 2014 are themselves entrepreneurs and highly marketable.	<ul style="list-style-type: none"> • Infuse and integrate compulsory entrepreneurship training focusing on both theoretical and practical aspects; • Introduce compulsory discipline-based computer appreciation courses whose examinations shall be practical; • Student counselling to be

S/N	GOAL	OBJECTIVES	STRATEGIES
			<p>coordinated.</p> <ul style="list-style-type: none"> • Establish and maintain high admission standard. • Adhering to the carrying capacity for each programme. • Enforce anti-truancy regulations. • Establish award for excellence •
4.	To ensure administrative effectiveness and efficiency of the University.	Achieve 100% efficient and effective service delivery by 2014.	<ul style="list-style-type: none"> • Establish procedures, rules and regulations and codify same, for each post/position;. • Promote the coordination of units. • Continuous streamlining and restructuring of administrative structure to eliminate bottlenecks and ensure adequate feedback; • Automation of administrative procedures.
5.	To mobilize and secure required financial resources to ensure the achievement of short and long term objectives.	To secure by 2014, a sustainable resource base by generating at least 5% of its total revenue and fund internally through expanded and diversified funding partnerships and increased efficiency of operations	<p>i. Sensitizing the public about the mission of KWASU and resources required to fulfil this mission by:</p> <ul style="list-style-type: none"> • Articulating the shared vision of the University community; • Setting up Committee on Internally Generated Revenue (IGR) and other relevant bodies. • Attracting donors to various University • physical projects; • Endowments for various academic positions and programmes. <p>ii. Adopt initiatives on IGR drive on investment by embarking on various investment activities:</p> <p>iii. Introducing admission quotas for foreign students who will pay at commercial rate.</p>
6	To promote a robust staff and student welfare	To provide a functional and intellectually stimulating environment for staff and students by 2014.	<ul style="list-style-type: none"> • Ensure uninterrupted electric power supply from PHCN and provision of alternative power source; • Maintaining a consistent growth rate; • Provide adequate hostel accommodation.

S/N	GOAL	OBJECTIVES	STRATEGIES
			<ul style="list-style-type: none"> • Provide effective transportation system. • Maintaining attractive staff salary/ remuneration welfare scheme. • Providing and maintaining improved health services. • Ensure continuous academic staff training and development. • Maintain joint consultation with students on critical issues affecting their welfare.
7.	To build and maintain adequate security and a crisis-free campus environment.	To maintain 100% security and crisis-free campus by 2014.	<ul style="list-style-type: none"> • Put in place an efficient and reliable security outfit in the campus. <p>Provide measures to check the menace of cultism, examination misconduct and other social vices.</p>
8.	To maintain a robust, state-of-the-art, highly available and secured ICT infrastructure to support mission-critical operations in the University.	To complete 100% implementation of ICT infrastructure and ensure 100% capacity utilization of its facilities for both teaching and non-teaching activities by 2014.	<ul style="list-style-type: none"> • Ensure availability of Local Area Networking (LAN) for all blocks. • Install ICT facilities to provide full campus-wide Internet services to staff and students. • Ensure that all staff are computer literate. • Provide opportunities for all staff and students to acquire computers. • Facilitate the training and retraining of teaching staffs in the use of computer for teaching and research. • The use of University Portal to up-load student results. • Continuous training and retraining of ICT personnel to support the growth of ICT infrastructure.
9.	To encourage gender equality in the University	To ensure that at least 35% of all applicants admitted annually are females and 35% in the employment of the University.	<ul style="list-style-type: none"> • Ensure an equal opportunity for males and females during admission and recruitment.

S/N	GOAL	OBJECTIVES	STRATEGIES
10.	To promote an effective and efficient utilization of available resources	Maintain Zero debt trap for funding development projects, maximize recurrent investment in teaching and research and maintain the current level of non-teaching staff.	<ul style="list-style-type: none"> • Develop and use a funding model for allocation of resources to departments and colleges based on Full Time Equivalent (FTE); • Reinvigorate audit department to minimize waste; • Establish due process in award of contracts and procurement. • Ensure adequate protection for all University's equipment and facilities.
11.	Enhance an environment that will attract and retain top quality teaching and non-teaching staff.	Attract and retain excellent diverse teaching and non-teaching staff in sufficient numbers to accommodate enrolment growth by 2014.	<ul style="list-style-type: none"> • Offer a highly competitive remuneration by implementing attractive salary package; for teaching and non-teaching staff members. Provision of adequate and conducive office accommodation to meet Accreditation requirements. • Provision of comprehensive professional development and training opportunities for teaching and non-teaching staff. • Access to adequate health services. • Adherence to stipulated rules of recruitment. • Provision of adequate transportation facilities, to and from the three campuses. • Monitoring and evaluation of the operation of Academic Support Services.
12.	To attract and retain outstanding students.	Reserve 2% admission opportunity for outstanding applicants in academics, sporting activities, performing arts and technological creativity by 2014.	<ul style="list-style-type: none"> • Provision of scholarship for outstanding but indigent students in academics, performing arts, sporting activities and technological creativity.
13.	To produce a clear, beautiful and serene environment conducive for academic pursuit	Achieve 60% coverage of Clean and Green initiatives of utilised	<ul style="list-style-type: none"> • Greenery and beautification. Procuring environmental equipment for waste disposal.

S/N	GOAL	OBJECTIVES	STRATEGIES
		flowers area by 2014	<ul style="list-style-type: none"> • Provision of Central Sewage treatment system
14.	To foster town and gown relationship towards enhancing and sustaining the socio-economic development of the host communities.	Embark on at least 10 community projects in the host communities by 2014.	<ul style="list-style-type: none"> • Partner with wealthy indigenes of the host communities to launch endowment funds. • Involve the staff and students of KWASU in the identification, execution and monitoring of community projects • Increase participation and attendance of the University and Community members at University social and cultural events • Facilitate the redemption of Government's pledges on the provision of social amenities including compensation on land acquired to house the University and relocation of displaced communities.
15.	To ensure that the University's support units provide high quality and effective services for teaching, learning, community research services and a conducive working environment for staff.	To ensure that all service centres operate at 100% capacity by 2014.	<ul style="list-style-type: none"> • Provision of adequate library resources • Developing and equipping laboratories. • Provision of adequate health services. • Greenery and beautification. • Enhancement of IT infrastructure and systems. • Establishment of mechanical/equipment Maintenance Workshop. • Establishment of Mechanical and Electrical workshops.
16	To prepare the students to be innovative, live and work in today's increasingly interconnected world, and foster students', staff's and community members' understanding of themselves as global citizens	By 2014, all KWASU students, staff, and community members are to be able to adapt themselves to today's increasingly interconnected world.	<ul style="list-style-type: none"> • Setting up the centre for Innovation and International Studies • Appointment of a director. • Coordination of KWASU's international activities • Promotion of faculty and students exchange programmes. • Construction of office accommodation and Conference Centre

S/N	GOAL	OBJECTIVES	STRATEGIES
			<ul style="list-style-type: none"> • Internationalisation of the curriculum to include global education and promotion of global citizenship.

CHAPTER FIVE

IMPLEMENTATION

An action plan have been put in place to implement our goals, objectives and strategies and activities for the actualization our mission and vision statements. The details of the Action Plan are contained in Second Volume of the Plan.

CHAPTER SIX

MONITORING AND EVALUATION

Monitoring and Evaluation involve developing key performance indicators (kpi) which are measures of inputs, processes, outcomes and impact on projects /activities or strategies. The process indicators will involve the basic progress of implementing activities outlined in strategy and will be designed to track inputs needed to achieve action. The outcome indicators will measure units of programmes/projects /activities implementation, while the impact indicators measure the impact of outcome. The indicators will be designed to track progress, demonstrate results and take corrective action to improve service delivery.

The Works and Physical Planning in collaboration with the Academic Research and Planning Unit will develop sufficient key performance indicators (kpi) in carrying out oversight functions toward the attainment of goals, objectives and strategies. The Units will also submit periodic monitoring and evaluation reports to the Vice-Chancellor.