UMARU MUSA YAR'ADUA UNIVERSITY, KATSINA

STRATEGIC PLAN

2018 - 2022

EXCECUTIVE SUMMARY

This Strategic Plan document articulates a planning process for Umaru Musa Yar'adua University for a period of five years (2018-2022). The commitments, goals, and strategies set forth in the plan indicates the direction the University will take in order to maintain and enhance excellence in all of its endeavours; excellence in the University's core mission activities of teaching, research, and community service will be the primary focus for planning throughout the University.

The University recognizes it's potential to provide an excellent and sustainable learning environment that delivers a dynamic curriculum, informed and driven by research, which will equip students with the reasoning, communication, entrepreneurial and analytical skills that will enable them to lead meaningful lives.

This document therefore lays emphasis on the following core areas;

- Quality education is the University's academic foundation; a commitment to excellence in education is core to the University's existence. Umaru Musa Yar'adua University aspires to be recognized as a leader in learning, teaching and research at regional, national and international levels.
- Research that shapes lives and society is central to the mission of the University and to the achievement of its aims. The University values research within and in other research institutes across the globe. The University raises and promotes cultural engagement and social awareness. It also release ideas and technologies which promote economic growth and contribute towards the development of society.
- Information and Communication Technology (ICT) will be integrated into the teaching, learning, research and administration processes of the University in order to provide the University community with the knowledge and skills they need in the Information age.
- The University Library supports the core activities of the University in both teaching and research.

- A strong maintenance culture for infrastructure supports to teaching and research and provide a conducive environment for staff and student to work and learn.

- Attracting outstanding people across all fields of endeavour, both faculty and staff   who will support the University in the pursuit of its goals and objectives.

- Work closely with the students' union and associations to promote respect for diversity and understanding of the worth and dignity of all regardless of race, religion, nationality, age, gender, culture, ability, or socio-economic status; and with the University's alumni to build a strong sense of commitment to the University and to make meaningful contribution to their respective communities.

- Secure and diverse independent funding streams to support the University's ambition.

This document however, does not capture all that the University wants to do; it is based on our knowledge of the current state of affairs, from which to focus the University's efforts and make effective use of its resources.

UMARU MUSA YAR'ADUA UNIVERSITY

INTRODUCTION

Umaru Musa Yar'adua University (UMYU), formerly Katsina State University was established by the Katsina State Government out of the desire to improve access to higher education for its citizenry.

The law establishing the Katsina State University was passed by the Katsina State House of Assembly on 5th September 2006. The University commenced academic activities in January 2007 with three faculties, and 16 undergraduate programmes. The university will build upon existing academic strength, a total of 13 faculties, 76 departments and 236 academic programmes (undergraduate and postgraduate) at the end of its 25 year period of its academic phasing, which is divided into four years each.

VISION

Umaru Musa Yar'adua University aspires to be one of the best Universities.

MISSION

To produce well-grounded, sound, God-fearing and entrepreneurially-minded graduates and conduct research for societal development.

OBJECTIVES

To make certain the realization of the vision and mission for which Umaru Musa Yar'adua University is established, the law establishing the university has defined its objectives. The objectives of the university are to

i. serve as a centre of academic excellence through the promotion of research, advancement of arts, science and technology and manpower development;

ii. provide regular and liberal courses of instruction in the humanities, the sciences and other spheres of learning of a standard required and expected of a university of the highest standing;

iii. to encourage the advancement of learning and to hold out to all persons without distinction of race, religion, creed, sex or political persuasion, the opportunity of acquiring a higher and liberal education;

iv. widen access to higher education through the adoption of a dual mode of learning delivery, that is to say, face-to-face and distance learning modes;

v. promote sound moral principles, ethics, national unity, excellence and, service to Allah and humanity;

vi. relate its activities to the cultural, social, religious and economic needs of the people of Katsina State in particular, and Nigeria in general;

vii. undertake any other activities appropriate for a university of the highest standing.

The law establishing the Umaru Musa Yar'adua University further confers the following powers on the university. The university has powers to:

i. Establish such campuses, colleges, institutes, schools, centres, extramural departments and other teaching, and research units within the university as may from time to time be deemed necessary or desirable;

ii. Institute professorships, readerships, lectureships and any other posts and offices and make appointment thereto;

iii. Provide for the welfare and discipline of members of the university;

iv. Hold examinations and grant degrees, diplomas, certificates and other distinctions to persons who have pursued a course of study approved by the university and have satisfied other requirements as the university may lay down;

v. institute and award fellowships, scholarships, exhibitions, bursaries, medals, prizes, honourary degrees and other titles, distinctions, awards and other forms of honours;

vi. Demand and receive from any student or any other person attending the university for the purposes of instruction such fees as the university may from time to time determine;

vii. Acquire, hold, grant, charge or otherwise deal with or dispose of movable or immovable property wherever situated on application to the appropriate authority under the Land Tenure Law;

viii. Accept gifts, legacies and donations, but without obligation to accept the same for a particular purpose unless it approves the terms and conditions attached thereto;

ix enter into contracts, establish trusts, constitute as trustees, solely or jointly with any other person, and employ and act through agents;

x. erect, provide, equip and maintain libraries, laboratories, lecture halls and theatres, hall of residence, refectories, sport grounds, playing fields and other buildings or things (whether in the State or elsewhere) necessary and suitable or convenient for any of the objects of the university;

xi. Hold public lectures and to undertake printing, publishing and book selling;

xii. subject to any limitations or conditions imposed by Statute, to invest any money appertaining to the university by way of endowment, whether for general or special purposes, and such other money as may not be immediately required for current expenditure, in any investments or securities or in the purchase or improvement of land, with power from time to time to vary any such investments, and to deposit any moneys for the time being invested with any bank on deposit or current account;

xiii. borrow, whether on interest or not and if need be upon the security of any or all of the property movable or immovable of the university, such as the Council may from time to time in its discretion find it necessary or expedient to borrow or guarantee any loan, advances or credit facilities;

xiv. Make gifts for any charitable purpose;

xv. Arrange for general welfare of children of members of staff;

xvi. Make Statutes;

xvii. Do anything which it is authorized by the law or by statute to do;

xviii. Make rules, not inconsistent with the provisions of this law or statute for regulating the administration of the university;

xix. Do all such acts or things, that are incidental to the forgoing powers as may advance the objects of the university;

xx. Exercise such other functions as are set out in this law and the statutes.

STRATEGIC GOALS

GOAL 1:

PROGRAMME EXPANSION AND DEVELOPMENT OF ACADEMIC EXCELLENCE:

Our first priority as a university is to enhance learning experience to produce talented graduates with the knowledge and skills essential for critical thinking, meaningful civic engagement, competency, life-long learning and the ability to lead and adapt in a rapidly changing world. UMYU asserts the primacy of its academic function: It is an institution dedicated to learning, teaching, and research, and it will be judged first of all on the quality, strength and competency of it's graduates.

Excellent undergraduate education being the core of its mission, the university will provide high-quality academic programmes that encourage intellectual and physical vitality and help students acquire the habits of mind that sustain lifetime learning.

UMYU shall develop 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.

OBJECTIVE 1

Establishment of Faculties of Medical Sciences, Agriculture, Engineering and Environmental Sciences and Postgraduate Programmes for all courses (undergraduate) with full accreditation status.

Strategies

1. Identify Academic and Non Academic Staff requirements for the new Faculties and programmes.

2. Propose new Faculties.
    a. Faculty of Medical Sciences

    b. Agriculture

    c. Engineering

    d. Environmental Sciences

3.   Propose New Programmes

i.   B.Eng. Mechatronics Engineering

ii.   B.Eng. Chemical Engineering

iii.   B.Eng. Computer Engineering

iv.   B.Eng. Electrical and Electronic Engineering

v.   B.Sc. Urban and Regional Planning

vi.   B.Sc. Architecture

vii.   B.Sc. Building

viii.   B.Sc. Quantity Surveying

ix.   B.Sc. Biotechnology and Renewable Energy

x.   B.Sc. Physical and Health Education (Kinetic)

xi.   B.Sc. Mass Communication

xii.   B.Sc. Geology

xiii.   B.Sc. Statistics

xiv.   B.Sc. Zoology

xv.   B.Sc. Botany

xvi.   B. Agriculture

4. Complete the Application Forms for the establishment of the new programmes.

5. Secure NUC approval.

6. Recruit Academic and Non Academic Staff.

7. Launch new Faculties and programmes

OBJECTIVE 2

Ensure the alignment of curriculum to meet the required academic standards and continuously enrich the curriculum to meet emerging areas of focus.

Strategies
1. Enhance capacity for integrated planning across the University so that academic plans and reviews of Departments and Faculties address issues of curriculum update.

2. Future programming and staffing to be based on existing and emerging areas of educational and research strength.

3. Make the academic programmes more accessible, responsive, and flexible.

OBJECTIVE 3

Attract, support and retain qualified staff and students.

Strategies
1. Maintain the current commitment of the University of admitting candidates that meet full admission requirement only.

2. Implement rigorous screening for new students to ensure all students registered meet admission requirements.

3. Recruit and retain innovative, dedicated and talented academics, and other professionals from diverse backgrounds whose work gives them visibility beyond the classroom and who can lead major programme improvement initiatives.

4. Provide academic staff with professional development and support in order to improve teaching.

Performance indicators

Our strategies will have been successful if, by 2022 there is
a. Faculties of Medical Sciences Engineering, Environmental Sciences and Agriculture and new Postgraduate programmes come on board successfully.

b. Standardized and enriched curriculum university wide, which meets and surpasses the NUC requirement.

c.   Substantial improvement in students performance in CA's, examinations and practical work, where applicable.

d.   Students on SIWES and teaching practice showcase excellence in their outings.

e.   An increase in research projects by academic staff.

GOAL 1

	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
OBJECTIVE 1																					
	Establish Academic and Non Academic Staff requirements for the new Faculties					█	█	█	█	█											
	Complete applications forms for the establishment of new programmes.									█											
	Secure NUC approval										█										
	Recruit Academic and Non Academic Staff										█										
	Launch new programmes											█									
OBJECTIVE 2																					
	Departments forward proposed curriculum to DAP	█																			
	Curriculum goes back to Departments for correction by Academic and Physical Planning Committee		█																		
	Departments submit proposed curriculum to Senate		█																		
	Approval / adoption of revised curriculum.			█																	
	Staffing on areas of research strength.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Make programmes more responsive & flexible.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
OBJECTIVE 3																					
	Admission of qualified students.			█				█				█				█				█	
	Rigorous screening of new Students.			█				█				█				█				█	
	Recruitment of dedicated academics.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Provision of professional development opportunities to academics.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

GOAL 2:

INNOVATIVE LEARNING DELIVERY TECHNIQUES

The creation of new knowledge and sharing of information are defining features of a University, the use of information technology is an essential ingredient in achieving academic excellence. Information technology will be one strategy among others that will be pursued by UMYU with a view to attain a prominent position within and outside the Country.

The revolution in information technology is changing the ways in which teaching and learning are conceptualized by enhancing student access, expediency in interaction and learning. Thus providing a skilled academic work force empowered with leading edge knowledge in the use of technology devices for effective education delivery.

This goal will therefore focus in particular on the design, development, and application of information technology in support of teaching, learning and research. It also involves the design of a Computer Based Test (CBT) application to support the examination process.

OBJECTIVE 1

Solid foundation of IT infrastructure

Strategies

i. Expand campus Wide Area Network with free access to staff and students.

ii. Expand campus wide wireless service

iii. Increase PC to Staff/Student ratio

iv. Maintenance of IT infrastructure.

v. Expand Tablet e-learning project

OBJECTIVE 2

Access to network resources

Strategies

i. Provide staff and students with access to a variety of internet services.

ii. Video Conference solution.

iii. Lecture streaming solution.

iv. Real time broadcast and briefing.

v. Bulk e-communication to Staff and Students.

OBJECTIVE 3

Teaching and Learning.

Strategies

i. Deployment of an electronic learning management system (eLMS)

ii. Design and development of a variety of access labs for staff and students' use

iii. Establish a staff learning resources and development centre

i. Training of core academic Staff, Increase sitting capacity, computers and subscriptions for books and journals at the e-section of the University Library.

OBJECTIVE 4

Development of ICT Centre of excellence for research and learning

Strategies

i.   Establishment of Computer Based Test and Assessment Centre in the Faculties.

ii.   Continuation of IT Skills acquisition Training

iii.   Enhancing the capacity of ICT Staff and software development and networking.

OBJECTIVE 5

Development of Campus Radio

Strategies

i.   Commencement of a digital studio.

ii.   Secure NBC license.

iii.   Employment of Staff to manage the station.

iv.   Staff training.

OBJECTIVE 6

Online collaboration with other Institutions.

Strategies

i.   Identify and contact Institutions and Learning Centres.

ii.   Set up collaboration with identified institutions.

iii.   Share ideas and establish Student Exchange Programmes

OBJECTIVE 7

IT Infrastructure Upgrade.

Strategies

i.   Internet bandwidth upgrade.

ii.   Enterprise Antivirus upgrade.

iii.   Robust protection.

iv.   Power Backup at the Data Center.

v.   Solar powered backup at the data centre.

OBJECTIVE 8

IT training

Strategies

1.   Provide continued training for ICT Staff

2.   Design a programme (in phases) that will provide each and every member
        of the University community with adequate ICT proficiency.

OBJECTIVE 9

Development of an independent University Portal

Strategies

1.   Identify and build the right skills.

2.   Employ and sustain people with right skills in software development.

3.   Ensure maintenance and upgrade of portal when necessary.

Performance indicators

Our strategies will have been successful if, by 2022

    a. Staff and students posses' adequate ICT proficiency.

    b. Utilization of e-facilities by both students and academics in the process of learning, teaching and research.

    c. Deployment of ICT for effective deployment/utilization of services, admin, accounting, registration and examination processing is achieved.

    d. Rich, qualitative, readily available content and up to date information to everyone exist.

    e. Improved collaboration through partnership that seeks to further enhance access to learning and research materials is attained.

    f. A functional Campus Radio exists.

    g. There is enhanced communication among the University community through the use of e-communication.

    h. High speed of connectivity is maintained.

    i. Uninterrupted power is available at the Data Centre.

    j. Centralised antivirus solution is available.

    k. Have a fully functional In-house portal.

GOAL 2

	STRATEGIES	2018 1Q	2Q	3Q	4Q	2019 1Q	2Q	3Q	4Q	2020 1Q	2Q	3Q	4Q	2021 1Q	2Q	3Q	4Q	2022 1Q	2Q	3Q	4Q
OBJECTIVE 1	Expansion of Campus Wide Area Network (Buildings).																				
	Students' Centre.				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Students' Hostels.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	DPP&D.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Staff Residence.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Temporary Site	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Ibrahim Shehu Shema Centre for Renewable Energy.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Improve PC to Staff/Student ratio	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2	Access to network resources.																				
	Deployment of Telephone User group.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Video Conference solution.			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Lecture streaming solution				▓	▓	▓	▓	▓	▓	▓	▓	▓								
	Real time broadcast and briefing.					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Bulk SMS notification to Staff and Students			▓	▓																
OBJECTIVE 3	e-LMS.																				
	Establish& equip staff learning Resource & Dev. Cent.					▓	▓														
	Training of core staff on content creation & Resource Dev.						▓														
	Training of all academic staff.							▓	▓												
	Establish on-line learning resource lab @ Fac. Of Education.						▓														
	Deployment of eLMS.																				
OBJECTIVE 4	Development of ICT Centre of excellence																				
	Furnishing and equipping of ICT Centre					▓															
	Development of Computer Based Test and Assessment Centre						▓														
	Establishment of ADAPTI Training Centre.					▓															
OBJECTIVE 5	Development of Campus Radio																				
	Develop a digital studio	▓																			
	Secure NBC license		▓																		
	Employment of Staff to manage the station				▓																
	Staff training				▓																

GOAL 2 – CONT'D

	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
OBJECTIVE 6	Online Collaboration with Peers and Mentor Institutions																				
	Identify and contact Institutions and Learning Centres	▓																			
	Set up collaboration with identified institutions		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Share ideas and establish Student Exchange Programmes			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 7	IT Infrastructure upgrade																				
	Bandwidth upgrade	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Antivirus upgrade	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Power backup at Data Centre	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Solar powered backup at the Centre	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 8	IT Training																				
	Continuous training of ICT staff	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Develop programme with adequate knowledge of computing for all staff	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 9	Development of Independent University Portal																				
	Identify the right skill	▓																			
	Employment of the right skills in software development		▓																		
	Ensure sustainability of the portal			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

GOAL 3:

STRONG RESEARCH AND RESEARCH TRAINING CULTURE

Research and creative activity differentiate universities from other educational institutions. The ideas, discoveries and innovations emanating from universities profoundly affect the well-being of society as well as its international competitiveness.

Umaru Musa Yar'adua University aspires to contribute immensely in the socio-economic, political and environmental development of the State and the Country in general, it has recognized the critical role that research plays in human development. Given the University's research oriented vision, it has become imperative for the University to develop and adhere to a research and research training strategic plan.

The bedrock of any University's excellence lies in its ability to pursue a vigorous research policy aimed at addressing the problems and accelerating the development of its immediate community and mankind in general. UMYU expects research training to equip research graduates (masters by research, mixed mode, PhD and research based professional doctorates) with attributes at a higher level than those expected of their colleagues elsewhere especially in terms of critical thinking, problem solving, project management, interpersonal skills and communication, and enable students to develop their abilities in the context of their personal goals, career aspirations and disciplinary opportunities.

OBJECTIVE 1

Establish a reputation of research University of international standing.

Strategies

i.   Establishment of research groups/research areas.

ii.   Deployment of e-facilities for the purpose of research.

iii.   Increase expenditure on research oriented library holdings and journals.

iv.   Strengthen the implementation of quality assurance reporting on research performance.

v.   Develop an area of research strength across all the programmes offered.

vi.   Develop a strategic approach to research infrastructure for emerging areas of research.

vii.   Target key researchers with established track records for the development of collaborative research projects.

viii.   Promote international links through participation in international fora.

ix.   Maintenance of major items of research infrastructure.

x.   Provide incentives to research active staff.

xi.   Constantly review funding allocations for research and research training.

OBJECTIVE 2

Promote engagement with local communities and industry.

Strategies

i.   Identify community needs through consultancy activity.

ii.   Support research contributing to regional and rural communities needs.

iii.   Collaborate with NGOs that are interested in grass root development projects.

iv.   Establishment of Technology Incubation Centre for improving indigenous technology

OBJECTIVE 3

Use research as a means of generating and diversifying sources of internal revenue.

Strategies

i.   Establish collaborations with other research institutes

ii.   Establish linkages with industries.

iii.   Develop collaborative research with industries

iv.   Develop linkages with State and Federal Government agencies.

v.   Establish a commercial outfit dedicated to sourcing parties interested in research collaborations using the University's vast resources.

OBJECTIVE 4

Ensure best practice in management of administrative process in research training administration, and compliance with research ethics.

Strategies

i.   Develop awareness among the University staff for the need of a strong research culture.

ii.   Introduce and maintain staff training programs in research management including grant writing, project and time management.

iii.   Sustain a thriving postgraduate research culture.

iv.   Implement quality assurance reporting on research performance.

v.   Recognize research active staff through incentives.

OBJECTIVE 5

Develop strong collaborations and linkages with national and international research institutions.

Strategies

i. Establish collaborations with Universities, national and international research institutions around the world.

ii. Promote and maintain international links through participation in international conferences/workshops.

Performance Indicators

Our strategies will have been successful if, by 2022

a. A fully functional commercial outfit of the research unit is established.

b. There is a general increase in research activity.

c. A fully functional technology incubation centre to improve indigenous technology research projects that will promote the image of the University is operational

d. Some collaborative research projects with other researchers, Government agencies, NGO's or research institutes have taken place

e. Impact on the local communities is evident

f. Many institutions have utilized the research infrastructure on ground.

GOAL 3

OBJECTIVE 1	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Establishment of a research unit.		█																		
	Deployment of e-facilities for research.		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Increase expenditure on research		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Strengthen quality assurance report. on research performance.			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Development of research strength in all Faculties.			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Development of strategic approach to research infrastructure				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Establishment of collaborative research projects.				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Promote international links through international conferences				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Maintenance of research infrastructure.			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Provision of incentives to research active staff.			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Review of funding allocation for research.		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
OBJECTIVE 2																					
	Identifying community needs through consultancy.					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Research projects supporting regional & rural comm.					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Collaboration with NGO for project development					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Establishment of technology incubation centre					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
OBJECTIVE 3																					
	Establish collaboration with research institutions		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Establish linkages with industries		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Develop collaboration with state and federal government department		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Establishment of commercial arm in the research unit				█																

GOAL 3 – CONT'D

	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
OBJECTIVE 4	Development of research awareness among staff.			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Introduction of staff training in research management.			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Sustenance of a postgraduate research culture.			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Strengthen quality assurance reporting on research performance			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Recognize research active staff through incentives			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 5																					
	Establish of collaborations through participation in International conferences			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Maintain collaborations through international participation in International conferences			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

GOAL 4:

EFFECTIVE TEACHING DELIVERY

Umaru Musa Yar'adua University to enhance effective teaching delivery. This is achievable through the enhancement of pedagogy. UMYU shall assert the primacy of its teaching function through achieving the following objectives:

OBJECTIVE1

Training students through the use of interactive dual mode, e-learning and special education.

Strategies to achieve Objective 1:

1. Formulate ways of ensuring student-teacher interaction through classroom activities.
2. Enhancement of staff capacity.
3. Mobilization/sensitization of the community.
4. Provision of relevant instructional materials that will enhance effective dual, e-learning mode and special education (open and distant learning) and identifying areas of problems.
5. Set procedures for effective classroom management and control.
6. Encourage academics to update course content/curriculum in line with best practice.

OBJECTIVE 2

The use of problem solving techniques that exposes students to the challenges of the larger society and to be entreprenually disposed.

Strategies to achieve Objective 2:

1. Collaborate with the host community and functional local industries to engage students on entrepreneurship skills acquisition.
2. Establish linkages with relevant organization at local, national and international levels.
3. Organize exhibition of entrepreneurship products

Performance indicators

Our strategies will have been successful if, by 2022

    a. An effective way of teacher - student improved through classroom activities

    b. Enhance the capacity of staff

    c. Relevant instructional materials are made available for effective teaching

    d. Adequate encouragement is given to academics to update course content/curriculum in line with best practices

    e. Adequate collaboration exist with the host community to engage students in entrepreneurship skills acquisition

GOAL 4

OBJECTIVE 1	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Formulate ways of ensuring student-teacher interaction through classroom activities	■				■				■				■				■			
	Enhancement of staff capacity		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Mobilization/sensitization of the target community		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Provision of relevant instructional materials that will enhance effective dual –mode, e-learning and special education and identifying area of problems			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Set procedures for effective classroom management and control			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Encourage teachers to always strive to update course content/ curriculum in line with best practice				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 2																					
	Collaboration with host community and local industries to engage students on entrepreneurship					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Establish linkages with local, national and international organization					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Organize exhibition of entrepreneurship products																	■	■	■	■

GOAL 5:

STRENGTHENED LIBRARY AND INFORMATION SERVICES

Objective 1:

To develop a Library and an Information System that supports research culture and serves the ever changing information needs of students and researchers.

Strategies to achieve Objective 1:

1. Full utilization of the Libraries
2. Full participation in National and International Library consortia
3. Intensive marketing of Library services and awareness
4. Establish a research unit on History and Culture of Katsina State.
5. Extend services to the host community
6. Resource sharing and exchange programmes with other Nigerian and foreign Universities
7. Acquisition of special education resources
8. Establishment of Bookshop

Objective 2:

To develop a state of the art Information Technology Infrastructure:

Strategies to Achieve Objective 2:

1. Full deployment of Library Management Software;
2. Increase the seating capacity and number of computers in the Library;
3. Establish Institutional Repository;
4. Enhance Library website update.

Objective 3:

To enhance the physical structures of the Library for improved functionality.

1. Full deployment of Library Management Software;
2. Provide access for the physically challenged
3. Expansion of the main Library
4. Provision of conference halls and discussion rooms

Performance Indicators

Our strategies will have been successful if, by 2022

a. All buildings are properly maintained

b. Additional structures (classrooms & hostels) are constructed in order to compliment growing students population.

c. All amenities (electricity and water supply) are sufficiently provided on campus.

d. Our environment is appealing to the eye, and staff and students work and learn in a conducive atmosphere.

O

GOAL 5

		2018				2019				2020				2021				2022			
OBJECTIVE 1	**STRATEGIES**	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Full utilization of Libraries	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Full participation in Library consortia.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Marketing and awareness of Library services				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Establish a research unit	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Extend services to host community	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Resources sharing with other foreign Universities	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Establish bookshop	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2																					
	Deployment of LMS.	▓	▓	▓	▓																
	Increase sitting capacity and computers in Library.	▓	▓	▓	▓	▓	▓														
	Establish Institutional Repository	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓								
	Enhance Library website update	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓								
OBJECTIVE 3																					
	Provide access to physically challenge	▓	▓	▓	▓																
	Expansion of main Library	▓	▓	▓	▓	▓	▓	▓													
	Provision of conference halls and discussion rooms	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓									

GOAL 6:

INFRASTRUCTURAL DEVELOPMENT

The development, maintenance and management of suitable infrastructure -

Buildings and grounds are key to the support of the teaching, learning and research environment. A well equipped and well maintained infrastructure that is able to meet modern research, teaching and learning needs provide very important incentives to attract and retain top quality students and academics.

The University will maintain its building infrastructure and actively expand through a structured well planned manner. The development of all academic programmes of the University is charted over a 25-year period divided into four phases at the end of which all faculties, departments and programmes should have been established.

In this regard, the University shall establish its faculties, departments and programmes with the appropriate infrastructure to support each phase.

OBJECTIVE 1

Adherence to the Master Plan.

Strategies

1. Ensure all that goes into quality education such as classrooms, lecture theatres, laboratories, libraries, electricity, water, health centre, sports and recreational centres, ICT, and machines put therein conform to the master plan of the University.

OBJECTIVE 2

Construction of additional Infrastructure to carter for the University's growing staff and students' population.

Strategies

1. Construct lecture theatres in each faculty and additional classrooms

2. Construct additional hostels (male & female).

3. Construct staff quarters within the University

4. Construct cafeterias in the University (male and female hostels and the senate building)

5. Construct gymnasium and sport complex

6. Construct the University health centre

7. Construct a University security unit

8. Construct a University parks and gardens

9. Construct University workshop and maintenance unit

10. Construct a University fire service station

11. Construct research institutes and centres

OBJECTIVE 3

Construction of Faculties of Medical Science, Agriculture, Engineering, Social and Management Sciences and Environmental Science

Strategies

1. Construction work in line with the University's Master Plan for the two new Faculties.

OBJECTIVE 4

Entrench a maintenance culture.

Strategies

<u>Performance indicators</u>

Our strategies will have been successful if, by 2022

    a. All buildings are properly maintained

    b. Additional structures (classrooms, lecture theatres, hostels, cafeterias, staff quarters, University health centre, fire service station, security outpost, workshop and maintenance unit and research institutes and centres) are constructed in order to compliment growing students population.

    c. All amenities (electricity and water supply) are sufficiently provided on campus,

    d. Our environment is appealing to the eye, and staff and students work and learn in a conducive atmosphere.

GOAL 6

OBJECTIVE 1	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	All infrastructure to conform to the master plan.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2																					
	Construction of lecture theatres in each faculty and additional class rooms	▓	▓	▓	▓	▓	▓	▓													
	Construct additional hostels (male & female).					▓	▓	▓													
	Construction of staff quarters			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓						
	Construction of 3 cafeteria in the University			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓						
	Construction of gymnasium and sport complex					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓						
	Construction of secondary University Health centre					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓						
	Construction of University security unit	▓	▓	▓	▓																
	Construction of University park and Garden					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓				
	Construction of University workshop and maintenance unit					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓				
	Construction of Fire service station					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓				
	Construction of research institutes and centres	▓	▓	▓	▓																
OBJECTIVE 3																					
	Construction work begins (Faculty of Agriculture)	▓	▓	▓	▓																
	Construction work begins (Faculty of Social and Management Sciences)	▓	▓	▓	▓																
	Construction work begins (Faculty of Environmental Sciences)	▓	▓	▓	▓																
OBJECTIVE 4		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Implementation of infrastructural renewal strategy.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	DPP&D's prompt response to maintenance jobs.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Orientation of University community on maintenance.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

GOAL 7:

FULLFILING STUDENT LIFE AND DEVELOPMENT OF STRONG ALUMNI

The 'University experience' encompasses every aspect of students' life. Everything the student is exposed to or experiences while attending the University will have an impact on his/her life after graduation. Umaru Musa Yar'adua University is a student-centered institution, which recognizes the importance of the entire University experience and how its many facets shape the quality of students' life before and after graduation (Alumni)

This is to foster lifelong relationship with the University, promote a spirit of cooperation and preserves the University's values, traditions and heritage.

The University plans to focus not only on the academic experiences and the support needed to be successful in academic pursuits, but also on how various factors and conditions surrounding the University environment impact student life. These factors include academic experiences and student support services, the physical environment, climate and culture within the University, diversity, and internal and external partnerships created and maintained by the University in addition.

OBJECTIVE 1

Excellent academic experience

Strategies

1. Provide effective, timely and accessible academic guidance to all students via departmental student advisers.
2. Encourage faculty staff to be approachable and available to students.
3. Provide a range of seminars and workshops for students on enhancing academic skills.

4. Support distribution of course syllabi in all courses to all students at the beginning of each semester.

5. Promote and provide necessary orientation and professional development for faculty staff

OBJECTIVE 2

Students' intellectual, ethical, social and cultural development
Strategies

1. Continue to deliver a comprehensive, coordinated, and interactive orientation program for new students involving all key components of the University community.
2. Provide a comprehensive handbook covering all aspects of campus life.
3. Ensure students are provided healthy, affordable, and high-quality food services within the campus environment.
4. Orient students with the importance of developing entrepreneurial skills in order to be self reliant.
5. Provide a wide range of extra-curricular activities (sports in particular), which address the diverse needs of the University community.
6. Ensure health and wellness of students through health education and participation.

OBJECTIVE 3

Students' safety.

Strategies

Ensure all areas of the campus are clean, visually appealing, and safe.

1. Occasionally provide orientation exercise to staff and students on how to use safety equipments like fire extinguishers and the use of emergency exits.
2. Review and meet demands that contribute to the health and safety of students
3. Ensure all campus facilities, including students' residences, are safe and comfortable.
4. Maintain the policy of placing security personnel at strategic places in the University.

OBJECTIVE 4

Involvement of alumni in the activities of the University.

Strategies

1. Establish and strengthen the relationship between the alumni and the University staff and students through scheduled events and programmes.

2. Provide opportunities for career development through lifelong learning (postgraduate studies, short courses), access to mentoring programmes and employment opportunities.
3. Establish programmes to ensure a viable working relationship between alumni, departments and Student Affairs Division through social media platform
4. Encourage alumni to actively support student programmes and make meaningful contributions to their lives on campus.
5. Improve staff - student relationship

OBJECTIVE 5

Promote the reputation of the University through its alumni.

Strategies

1. Instill in students the values of the University of being God fearing and dedicated to community and national service through GSP courses.
2. Encourage alumni to be advocates, supporters and partners of the University wherever they find themselves.

OBJECTIVE 6

Build an information management system that captures, updates and utilizes alumni data.

Strategies

1. Provide information on alumni leadership and activities on the University website.
2. Establish an Online Community on the University website to enhance the currency, and accuracy of member information and enhance communication between alumni members in order to support their alma mater in a meaningful way.

Performance Indicators

Our strategies will have been successful if, by 2022

a. All students, irrespective of religion, culture and economic status live, learn and interact with one another in peace and harmony.
b. All members of the University (students, the academics and staff) coexist as one community.
c. A strong alumni is formed.
d. The University begins to feel the positive impact of the alumni.
e. Alumni participate in community development projects that will portray a positive image of the University.
f. There is positive response from Parents/Guardians, employers and the community at large about the kind of behaviour exhibited by our students

GOAL 7

	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
OBJECTIVE 1																					
	Provision of academic guidance to students via student advisers.																				
	Encourage faculties to be approachable and available to students																				
	Seminars and w/shops to enhance academic skills.																				
	Distribution of course syllabi to studs. every semester.																				
	Provision of professional development for faculties																				
OBJECTIVE 2																					
	Provide comprehensive orientation to new students.																				
	Develop handbook to cover all aspects of campus life.																				
	Provide career counseling to students on entrepreneurship.																				
	Ensure food sold on campus is affordable and healthy.																				
	Provide extra-curricular activities (sports).																				
OBJECTIVE 3																					
	Ensure a clean and visually appealing environment.																				
	Occasionally orient staff & students on safety measures																				
	Meet demands that facilitate health & safety of students																				
	Ensure all campus facilities are safe & comfortable.																				
	Maintain placing of security personnel at strategic places.																				
OBJECTIVE 4																					
	Establish relationship between alumni and University																				
	Provide postgraduate & employment opportunities.																				
	Establish programmes to unite alumni & Student Union.																				
	Encourage alumni to support students' life on campus.																				

GOAL 7 – CONT'D

OBJECTIVE 5	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Instill in students the values of the university through GSP.																				
	Encourage alumni to portray a good image of the university																				
OBJECTIVE 6																					
	Provide information on alumni activities on University website.																				
	Provide member information on website to facilitate communication																				

GOAL 8:

COMMUNITY ENGAGEMENT AND DEVELOPMENT

A key component of the future success of UMYU involves strategies and actions that will engage the University's internal and external audiences, make the University more accessible to the broader public, and build strong, sustainable, and collaborative community partnerships.

The University will provide safe and healthy settings in which students can learn to lead and work with others, solve problems and serve their communities, and treat one another with integrity, civility, and respect.

The University would benefit from strong linkages with its surrounding community, and the linkages would be more readily formed if the University were seen to be taking a leadership role. It plans to be more self-promoting by encouraging involvement of the academics, staff, and students in community affairs while at the same time creating a more inviting environment on campus for visitors.

OBJECTIVE 1

Develop a culture of commitment to the community.

Strategies

1. Encourage University staff and students to have a greater presence in the community by volunteering in various non-profit community organisations.
2. Develop a network of financial support from our alumni and internal community to assist in certain projects in the community.
3. Support departmental initiatives that have the potential to enhance the image of Umaru Musa Yar'adua University in the community.
4. Use our research strengths to contribute to the environmental, economic, moral and social transformation of the community.

5. Establishment of advancement unit to involve the larger community in the development of the University.

OBJECTIVE 2

Encourage community participation.

Strategy

1. Offer more opportunities for the immediate local community (Batagarawa LGA) to participate in University functions.

<u>**Performance Indicators**</u>

Our strategies will have been successful if, by 2022

a. We make positive contributions to the community we live in through developmental projects.

b. Cordial relationship exists between leaders of the community and the University Management.

c. The University participates in community activities and vice versa

GOAL 8

OBJECTIVE 1	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Volunteering in non profit community organisations.				▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
	Financial support from alumni & staff in comm. projects				▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
	Support Dept. activities that enhance the image of UMYU	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
	Use research to contribute to comm. Transformation.				▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨
OBJECTIVE 2																					
	Participation by Batagarawa LGA in University functions	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨

GOAL 9:

HIGHLY SKILLED ACADEMICS AND STAFF

World class universities are built around people with distinguished skills and reputation. The approach to staffing (recruitment, retention and development) is crucial to the University's future success. Since its inception, UMYU recognized the need for skilled academics and staff committed to service and support of the University in the pursuit of its goals and objectives. The University will recognise value, develop and harness talent, not only in the students but also in the staff and provide them with the right training, technology and enabling environment to support their roles.

To attract and retain the best skills and academic staff, the University competes in the market place with respect to and support for research and other scholarly activity.

OBJECTIVE 1

Recruit, train and retain academics and staff committed to high standards of professionalism and service.

Strategies

1. To market UMYU, both within and outside the country as the employer of choice for staff dedicated to the highest standard of service.
2. To improve the recruitment of high quality staff and align recruitment to the core function priorities of the University.
3. To provide and develop a strong and competitive service culture across all levels of the institution.
4. To develop, pursuant to appropriate consultation, human resources policy in such key areas as workload/overtime, and apply such policies consistently across all departments.
5. To place a high priority on the principles and practices of equity in all areas of staff policy and management.

6. To develop and implement systems to identify and reward high performing staff.

OBJECTIVE 2

Support the academics and staff professional development.

Strategies

1. Sustain the existing policies on staff training and development.
2. Provide basic ICT training to all staff in the University.
3. Introduce short in-house training programmes to improve the efficiency of staff.
4. Continue to organize staff orientation programmes.
5. Collaborate with relevant training agencies for staff training and development.

Performance indicators

Our strategies will have been successful if, by 2022

a. A large number of academics and staff benefit from staff development packages.
b. The academics and staff perform their duties with a sense of commitment.
c. There is a general increase in the output of the academics and staff.
d. There is an increase in research projects by the academics.
e. The academics and staff coexist with one another peacefully.

GOAL 9

OBJECTIVE 1	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Market UMYU as the employer for dedicated staff.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Recruitment of high quality staff.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Provide competitive benefits for all university employees.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Develop policies in areas like workload/overtime.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Develop a strong service culture across the University.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Practice of equity in areas of staff policy & development.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Develop systems to identify & reward dedicated staff.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2																					
	Sustain the current policies on staff training & development.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Basic ICT training to all staff in the University.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Introduce short in-house training programmes.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Continue to organize staff orientation programmes.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Collaborate with training agencies for staff training.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

GOAL 10:

DIVERSIFYING THE UNIVERSITY'S REVENUE BASE

State owned universities are dominated by government funding, but in order to fuel our ambition and to create an innovative and inspiring culture, the University plans to pursue different avenues to diversify its revenue sources. This will enable us to invest in our teaching programmes, to attract leading research teams, to nurture and support new research talent, which are all critical to the continuing development of Umaru Musa Yar'adua University.

Lucrative ways institutions employ to generate funds is through investment in the capital market, money market, donations and endowments, but the current global economic recession has led to the collapse of the capital market not only in Nigeria but the world in general and a decrease in acts of philanthropy. The University therefore will venture into activities in areas where the return on investment might not be as high as that of the capital market, but will nonetheless increase our revenue base.

OBJECTIVE 1

Diversify the revenue base of the University

Strategies

1. Establish Umaru Musa Yar'adua University foundation.
2. Commercialize research infrastructure to other Universities and research institutes.
3. Establish a commercial unit in the ICT department to run Cisco Networking Academy and other revenue generating activities.
4. Enter into partnership with private individuals for the establishment of businesses under the supervision of UMYU Consult.
5. Establish a University bookshop that will make available for sale, stationery with the University monogram to staff and students.

6. Establish a University farm that will produce dairy products, poultry and fishery capable of generating revenue to the University.

OBJECTIVE 2

Attaining the 10% internally generated revenue as required by the NUC.

Strategies

1. Provide sufficient capital to units responsible to ensure successful take-off of all activities.
2. Continuously identify and venture into activities with revenue generating potentials.

Performance Indicators

Our strategies will have been successful if, by 2022
   a. Commercial units in the ICT and Research departments are established.
   b. There is an increase in revenue generating activities by the University.
   c. There is a substantial increase in internally generated revenue.

GOAL 10

OBJECTIVE 1	STRATEGIES	2018				2019				2020				2021				2022			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Establish Umaru Musa Yar'adua Foundation	■																			
	Commercialize research infrastructure.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Establish a commercial unit in the ICT to run CNA.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Establish a University press with private individuals.						■															
	Establish bookshop with monogrammed stationary.					■																
	Establish a University farm for generating revenue				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 2																					
	Provide capital support to ensure successful take-off.					■															
	Continuously venture into revenue generating activities.			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

STRATEGY IMPLEMENTATION, MONITORING AND EVALUATION

This strategic plan is a living document, subject to regular review and updating in the context of the University's ongoing growth and development and the changing external environment. Realizing each of these priorities will be dependent upon effective strategy execution at all levels of the University, which in turn requires effective and creative leadership (which is already in place) and adequate resources. A strategy implementation committee will be responsible for the successful execution of this plan with sub committees on each priority. A mechanism for yearly monitoring of the strategic plan will be set to ensure the University is on the right track. Also a Committee to review the Strategic Plan should be constituted in the next five years and budget provisions will be made each year for the implementation of the Strategic Plan.

CONCLUSION

This strategic plan articulates for the University an understanding of who we are, what we do, and the values by which we define ourselves. It articulates our aspiration as well as the ten key goals which we believe must be met in order to achieve that aspiration, and indicators by which we will measure performance.

The plan does not reflect everything that the University hopes to do over the next five years; nor does it represent an irrevocably fixed set of directives, since the planning process must be dynamic and adaptable. It will, however, serve as a framework according to which we will make decisions, focus our resources, and thereby advance the University's aspiration of becoming a leader in academic excellence.

With the help of the University's dedicated academics and staff, the government and other stakeholders, Umaru Musa Yar'adua University believes it can get there and beyond.