



# **SULE LAMIDO UNIVERSITY KAFIN HAUSA**



# **STRATEGIC PLAN**

**2025-2029**



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## FOREWORD

It is with great pleasure that I present the Strategic Plan 2025–2029 for Sule Lamido University Kafin Hausa (SLUK), a blueprint designed to guide our institution toward new horizons of academic excellence, innovation, and meaningful community impact. This plan represents a collective resolve to foster an environment where intellectual growth, research, and character development harmonize to achieve our shared aspirations.

In preparing this Strategic Plan, the University engaged in a thorough and reflective stock-taking exercise aimed at fostering a renewed sense of purpose essential for realizing the institution’s structural and organizational goals. This plan serves as a roadmap to prioritize and successfully implement projects that will elevate Sule Lamido University Kafin Hausa’s standing as a distinguished center of learning and service.

The Strategic Plan 2025–2029 comprehensively addresses key aspects of the University, including staffing, infrastructure, capacity building, character development, the creation of a modern and efficient teaching and learning environment, the promotion of practical and impactful research, and the provision of sustainable community development services. SLUK’s management is entrusted with the responsibility of monitoring and reporting progress against each objective, ensuring accountability and transparency throughout the implementation process.

It is my hope that this Strategic Plan will be implemented with fidelity, enabling the University to achieve greater heights and lay the foundation for future successes. By 2029, this plan will have prepared the groundwork for the next phase of strategic initiatives, building upon the progress achieved during these five transformative years.

I wish to extend my heartfelt gratitude to all those who contributed to the development of this Strategic Plan. Your dedication and insight have been instrumental, and I look forward to the remarkable achievements this plan will help us realize together.

Professor Muhammad Ibrahim Yakasai  
Vice–Chancellor



## PREFACE

The Strategic Plan 2025–2029 for Sule Lamido University Kafin Hausa, represents a comprehensive framework designed to elevate the institution’s academic, infrastructural, and administrative capacities. This ambitious plan lays out key initiatives that aim to expand and improve academic programs, enhance infrastructure development and maintenance, and refine administrative operations, all to ensure the delivery of high-quality services that meet the needs of students, staff, and the broader community. This plan is deeply rooted in data-driven insights and broad-based consultations. Its development involved extensive engagement with critical stakeholders through multiple approaches, including SWOT analysis, structured survey questionnaires, key informant interviews, and focus group discussions. These methods provided valuable input, shaping a roadmap that is responsive to both the challenges and opportunities facing the university.

At the heart of the Strategic Plan is a commitment to aligning all initiatives with the mission, vision, and strategic objectives of Sule Lamido University Kafin Hausa. It seeks to strengthen the institution’s position as a leading center of knowledge, innovation, and character development. By focusing on areas such as academic excellence, state-of-the-art facilities, robust governance, and inclusive engagement, the plan sets a clear path for sustainable growth and impactful achievements. The goals of the Plan are set to enhance quality teaching and learning; advance research and innovations; promote community outreach, linkages, and collaborations; ensure excellence in governance and management; enhance human resource development and management; promote ICT driven university in operation and services; diversify revenue base of the university; and foster leadership in entrepreneurship. Furthermore, the plan emphasizes SLUK’s commitment to inclusivity, innovation, and environmental sustainability as fundamental principles.

In addition to expanding academic programs and upgrading infrastructure, the Strategic Plan emphasizes fostering a culture of continuous improvement and innovation. It aims to build institutional resilience by encouraging collaboration, promoting research, and enhancing service delivery through modern, efficient, and sustainable practices. The driving force behind this Strategic Plan is the shared aspiration to transform the University into a beacon of excellence that contributes significantly to national development and global knowledge. As we embark on its implementation, the entire university community is called upon to actively participate in turning these aspirations into reality. This collective effort will ensure that Sule Lamido University Kafin Hausa continues to thrive as a vibrant, progressive institution poised to meet the demands of the future.



## INTRODUCTION

The Strategic Plan 2025–2029 for Sule Lamido University, Kafin Hausa, is a forward-looking roadmap that sets the course for the University’s development over the next five years. This document articulates the priorities, goals, and strategies necessary to position the University as a leading institution of learning, innovation, and societal impact in Nigeria and beyond. It reflects our unwavering commitment to academic excellence, cutting-edge research, and sustainable community engagement. Sule Lamido University Kafin Hausa has grown significantly since its establishment, achieving milestones in academic programs, infrastructural development, and institutional governance. However, in an era of rapid change and increasing complexity, the university must remain proactive and adaptive to meet the demands of a globalized world. The Strategic Plan 2025–2029 is designed to address these challenges and seize emerging opportunities by building on the university’s strengths and addressing its areas for improvement.

This plan is the result of an inclusive and collaborative process, involving extensive consultations with key stakeholders, including faculty, staff, students, alumni, and external partners. By incorporating insights from SWOT analyses, surveys, interviews, and focus group discussions, the plan ensures that the voices of the university community are reflected in its vision and strategies.

The Strategic Plan 2025–2029 also emphasizes the university’s commitment to sustainability, inclusivity, and equity, recognizing the importance of these values in achieving long-term success. It provides a clear framework for implementation, with defined goals, measurable objectives, and accountability mechanisms to monitor progress and ensure transparency. As we embark on this ambitious journey, the entire university community is encouraged to embrace the vision, take ownership of its implementation, and contribute to achieving the goals outlined in this plan. Together, we will ensure that Sule Lamido University continues to thrive as a hub of excellence, innovation, and positive impact, fulfilling its mission to contribute meaningfully to national development and global knowledge.



## BRIEF HISTORY OF THE UNIVERSITY

Sule Lamido University Kafin Hausa (SLUK), formerly Jigawa State University Kafin Hausa was established in 2013 by the Jigawa State Government. It was licensed by the Federal Government through the National Universities Commission (NUC) as the 39<sup>th</sup> State University and 129<sup>th</sup> in the Nigerian University System (NUS).

Academic Brief of the University provided for the development of a 5-year development plan, phased into four and covering a period of twenty (20) years. At maturity and at the end of these four phases of development, the University is expected to have ten faculties, seventy departments with two hundred and fifty-six undergraduate and post graduate academic programmes. The University commenced its full academic activities during the 2014/2015 academic session with three faculties and fifteen academic programmes. However, currently, the University has six faculties and 36 academic programmes.

### **Philosophy of the University**

*The University shall draw inspiration from and be a beacon of light to all the people of Jigawa State and shall dedicate itself to the creation of better living conditions for the people. The University shall do this through the application of knowledge and skills generated.*



### **Vision**

*To be a top class University that provides a stimulating teaching, learning and research environment in pursuit of solutions to societal problems.*

### **Mission**

*To produce graduates, sound in character and learning, at undergraduate and graduate levels, imbued with the spirit of service and dedicated to innovative applications of knowledge aimed at improving the lives of people within Jigawa State, the nation and humanity in general.*

### **Core Values**

**The core values are:**

1. **Dedication:** by commitment to uncompromising work ethics and critical issues of development of Jigawa State, the Nation and the World at large;
2. **Entrepreneurship:** by openness to initiatives, ideas and skills, prudent use of resources and rapid response to challenges;
3. **Collaboration:** by aggressive and sustained linkages and partnerships (inter and multidisciplinary) in order to create new avenues of support, cooperation and enquiry;



4. **Fairness:** by commitment to staff and student welfare, as well as the development of the host community.
5. **Integrity:** by paying attention to the highest ethical standards in all areas, commitment to being a university that welcomes talented minds from different backgrounds and challenges to achieve optimum potentials.
6. **Transparency:** demonstrated by accountability, openness and probity.
7. **Responsibility:** by ensuring prudence in the management of resources and responsible stewardship.

### Strategic Goals and Objectives

The Strategic Plan outlines nine (9) strategic goals and forty-one (41) carefully crafted objectives in key focus areas critical to the University's success. Through these focus areas, Sule Lamido University Kafin Hausa seeks to cultivate a vibrant academic environment that nurtures talent, fosters creativity, and prepares students to become leaders and change-makers. Below is the list of the strategic goals and objectives with the details presented in the framework matrix:

#### Goal 1: Quality in Teaching and Learning

- a) Strengthen and review curriculum.
- b) Improve quality of service delivery for effective teaching and learning.
- c) Promote inclusive learning environment.
- d) Implement effective Student-Centered Learning and support services.
- e) Enhance Continuous Staff Development.



**Goal 2: Advancement in Research and Innovations**

- a) Increase Research Capacity
- b) Strengthen the Research, Innovation and Partnership of the University
- c) Enhance Research Infrastructure and Resources.
- d) Increase Access to Research Funding and External Grants.

**Goal 3: Distinction in Community Outreach, Linkages, and Collaborations**

- a) Develop and Strengthen Linkages and Collaborations.
- b) Establish Community Engagement Programmes
- c) Promote Knowledge Dissemination.

**Goal 4: Quality in Governance and Management**

- a) Strengthen the University leadership and decision-making processes.
- b) Enhance administrative efficiency and accountability.
- c) Foster a culture of compliance, quality assurance and ethical governance.
- d) Implement inclusive governance system.
- e) Develop and implement a functional financial management strategy.

**Goal 5: Enhancing Human Resource Development and Management**

- a) Develop policy on staff development.
- b) Promote effective capacity building and professional development for staff.
- c) Strengthening career development centre.
- d) Strengthen Employee Recruitment, Motivation and Retention.
- e) Enhance Safety and Protection of Lives & Properties.



**Goal 6: ICT Driven University in Operation and Services**

- a) Expand ICT Infrastructure for Effective Campus Connectivity.
- b) Enhance Infrastructure for Computer-Based Testing (CBT) and E-Learning.
- c) Promote the Use of ICT Tools in Planning, Administration, and Academic Services.
- d) Establish a University-Wide Digital Repository for Research and Academic Content

**Goal 7: Diversity in the Revenue Base of the University**

- a) Expand and Strengthen Revenue Generating activities.
- b) Create New Academic and Professional Programmes.
- c) Strengthen Partnership with Alumni.
- d) Explore and Intensify Partnerships with Funding/Donor Agencies.
- e) Strengthen the SLUK Consult.

**Goal 8: Leadership in Entrepreneurship and Energy Sustainability**

- a) Establish Entrepreneurship Development Centre.
- b) Strengthen entrepreneurial mindset and venture creation.
- c) Integrate Efficient Solar Water Systems.
- d) Develop a Zero Waste-to-Energy Initiative.
- e) Implement energy-efficient building design and retrofitting.
- f) Establish a Green Campus Initiative for Long-Term Sustainability

**Goal 9: Sustainable Facilities and Environment**

- a) Develop Functional and Sustainable Buildings and Infrastructure.
- b) Ensure Excellent Facility Management.
- c) Promote Periodic development and Maintenance of Assets.
- d) Enhance Environmental Sanitation and Serenity.



### SWOT Analysis

#### Strengths

S/N	Strength	Enhancement	Sustainability	Utilisation
1.	Good governance	<ul style="list-style-type: none"> <li>a. Transparency in Decision-Making</li> <li>b. Policy Review and Updates</li> <li>c. Inclusive Governance</li> <li>d. Enhancing communication and feedback mechanism</li> </ul>	<ul style="list-style-type: none"> <li>a. Continuous Monitoring and Evaluation</li> <li>b. Domestication of Best Practices</li> <li>c. Succession Planning</li> <li>d. Maintain transparent financial management</li> </ul>	<ul style="list-style-type: none"> <li>a. Promoting Institutional Reputation</li> <li>b. Attracting Quality Talent</li> <li>c. Strengthening Strategic Alliances</li> <li>d. Improving Decision-Making Efficiency</li> </ul>
2.	Committed Teaching and Non-Teaching Staff	<ul style="list-style-type: none"> <li>a. Professional Development</li> <li>b. Staff Motivation</li> <li>c. Teamwork</li> <li>d. Feedback Mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>a. Staff Retention Strategies</li> <li>b. Continuous Motivation and Career Progression</li> <li>c. Consistent Evaluation</li> <li>d. Mentorship Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>a. Leveraging Expertise</li> <li>b. Quality Service Delivery</li> <li>c. Workshops and Seminars</li> <li>d. Institutional Representation</li> </ul>
3.	Staff Development and Growth.	<ul style="list-style-type: none"> <li>a. creating more staff development opportunities</li> <li>b. academic mobility and staff exchange program</li> <li>c. encourage linkages with other institutions</li> </ul>	<ul style="list-style-type: none"> <li>a. fostering collaboration with research institutions</li> <li>b. outsourcing for adequate funding for staff development</li> <li>c. Mentorship and Succession Planning</li> </ul>	<ul style="list-style-type: none"> <li>a. Enhancing teaching and research</li> <li>b. Improving administration</li> <li>c. Improving staff welfare</li> </ul>
4.	Accredited Academic Programmes	<ul style="list-style-type: none"> <li>a. Periodic review and upgrade of accredited programmes to reflect current realities</li> <li>b. To maintain strict compliance with regulators' guidelines</li> </ul>	<ul style="list-style-type: none"> <li>a. Continuous monitoring and evaluation of the accredited programmes</li> <li>b. Maintain high quality teachers and expand the capacity of the programmes</li> </ul>	<ul style="list-style-type: none"> <li>a. Promoting programmes to the level of excellence</li> <li>b. Encouraging Programmes and research relevant to the university and its neighboring communities</li> <li>c. Increasing student's enrollment and research activities</li> </ul>



5.	Standard laboratories	<ul style="list-style-type: none"> <li>a. Provision of state of the art equipment to match the current advances in Science and Technology</li> <li>b. Well trained and qualified laboratory workforce</li> </ul>	<ul style="list-style-type: none"> <li>a. Regular maintenance of existing facilities</li> <li>b. Making it world-class in terms of quality of service</li> <li>c. Continuous Recruitment of technologist</li> </ul>	<ul style="list-style-type: none"> <li>a. Commercialization of the facility to be more self sustained</li> <li>b. Continuous upgrade of facilities and maintenance</li> </ul>
6.	Stable academic calendar	<ul style="list-style-type: none"> <li>a. Ensure continues stability in the calendar</li> <li>b. Ensure that proactive measures are taken at all times to keep to deadlines for marking and submitting results</li> <li>c. Ensuring that students' results at all levels are up to date</li> </ul>	<ul style="list-style-type: none"> <li>a. Maintaining students graduation within the stipulated period.</li> <li>b. Empowering and motivating relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>a. Transition of graduands to higher degree levels</li> <li>b. Increasing students' enrollment</li> <li>c. Developing strong relationship with Alumni of the University</li> </ul>
7.	Comprehensive ICT development plan.	<ul style="list-style-type: none"> <li>a. Upgrade ICT facilities</li> <li>b. Improve power supply to the ICT units</li> <li>c. Partner with private sector to develop and funds on-line and e-learning resources</li> </ul>	<ul style="list-style-type: none"> <li>a. Regular maintenance and monitoring of the network service promptly</li> <li>b. Encouraging staff to develop and use ICT skills in teaching and research</li> <li>c. Improving staff recruitments and training in ICT services</li> </ul>	<ul style="list-style-type: none"> <li>a. Encouraging effective communication and access to learning resources at all locations within the university and beyond</li> <li>b. Operating and managing ICT facilities to staff and the university community</li> </ul>



8.	Availability of Faculty libraries.	<ul style="list-style-type: none"> <li>a. Regular evaluation of the libraries to ensure information resources are up-to-date.</li> <li>b. Developing virtual space to provide greater access to resources while maintaining cost efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>a. Motivating students and lecturers to make full use of these facilities.</li> <li>b. Improving access to reliable and high-speed internet in all libraries.</li> <li>c. Continuous subscription of electronic databases</li> <li>d. Partner with donor agencies to explore opportunities for providing libraries with up-to-date books and ICT resources.</li> </ul>	<ul style="list-style-type: none"> <li>a. Empowering staff and students on the use of library resources</li> <li>b. Encouraging staff and students on the utilisation of faculty libraries</li> </ul>
9	A supportive and secure working environment.	<ul style="list-style-type: none"> <li>a. Improving physical infrastructure</li> <li>b. Enhance initiatives to prevent social vices and moral values.</li> <li>c. Encouraging compliance of physical structures for people with special needs</li> </ul>	<ul style="list-style-type: none"> <li>a. Enhancing the university security network.</li> <li>b. Continuous provision and management of physical facilities</li> <li>c. Preserve stability through continuous monitoring and timely conflict resolution.</li> </ul>	<ul style="list-style-type: none"> <li>a. Conducting orientation to instill moral values.</li> <li>b. Ensuring access for people with special needs.</li> </ul>
10.	Radio science observatory	<ul style="list-style-type: none"> <li>a. Upgrade Equipment and Facilities</li> <li>b. Fostering training Programs</li> <li>c. Encouraging collaborative research initiatives</li> </ul>	<ul style="list-style-type: none"> <li>a. Regular Maintenance of the facility</li> <li>b. Improving funding Opportunities</li> <li>c. Fostering community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>a. Conducting research and Development</li> <li>b. Carrying Out Public Outreach Programs</li> <li>c. Hosting Interdisciplinary Collaboration</li> </ul>
11	Inclusiveness	<ul style="list-style-type: none"> <li>a. Maintaining 100% free education for indigenous female students</li> <li>b. Maintaining 100% free education for indigenous students with special needs</li> <li>c. Maintaining 75% discount on tuition fee for indigenous male students</li> </ul>	<ul style="list-style-type: none"> <li>a. Continuous support from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>a. Encouraging enrollment of the indigenous students</li> </ul>



## WEAKNESSES

S/N	Weakness	Consequences	Mitigation	Minimizing
1	Inadequate qualified academic and technical staff with expertise in diverse fields.	a. Ineffective teaching and research in some specialized areas. b. Research and students specialization in the affected areas.	a. Employ experts in the specialized areas.	a. Train some staff to acquire expertise in the specialized areas.
2	Inadequate funding.	a. Slow Growth and expansion. b. Insufficient provision of teaching and research Facilities and infrastructure. c. Low staff training and development.	a. Regular funding from Government. b. Diversifying revenue sources.	a. Proper utilization of the funds. b. Support from Donors, alumni, e.t.c.
3	Poor engagement with key stakeholders.	a. Communication gap between the University and Government. b. Reduced stakeholders commitment. c. Inefficiency and bottlenecks.	a. Regular engagement with key stakeholders.	a. Enhancing engagement and feedback mechanisms.
4	Inadequate power supply.	a. Disruption in Academic and Administrative activities. b. Reduction in productivity.	Establishment of comprehensive power supply system.	Use of power backups and alternative supply (Solar).
5	Low Visibility.	a. Weak Global partnership and linkages. b. Low University ranking. c. Insufficient Access to research funds. d. Low Research impact.	a. Supporting staff to publish in high-index journals. b. Encouraging staff to participate in international conference. c. Maintaining effective website. d. Encouraging staff visibility in platforms like academia, research gate, google scholar, e.t.c.	a. Upgrading the ICT facilities. b. Provision of sustainable energy. c. Rewarding quality publications. d. Encouraging publishing in high impact journals.
6	Low utilization of ICT teaching aids and Library resources	a. Ineffective Delivery of teaching and learning. b. Low Quality of research output.	a. Providing appropriate ICT teaching infrastructure. b. ICT appreciation training.	a. Upgrading ICT teaching facilities. b. Sensitizing staff and students to utilize the ICT facilities and services.



		c. Low Access to global academic resources.	c. training on effective use of library resources.	c. Regular training of staff on the use of ICT teaching and Library resources.
7	Inadequate number of senior academic staff.	a. High staff-students ratio. b. Low productivity of academic staff. c. Over reliance on visiting academic staff.	a. Recruiting more senior academic staff. b. Admission based on carrying capacity.	a. Filling the existing vacant positions. b. Engaging the services of sabbatical staff. c. Motivation of staff.
8	Inadequate student halls of residence.	a. Overcrowding. b. Poor sanitation. c. Overstretching the available facilities.	a. Encouraging PPP in hostel development. b. Encouraging the development of student hostels close to the university.	a. Effective hostel management. b. Enforcing the utilization of halls.
9	Inadequate staff housing.	a. Poor staff welfare. b. Low staff productivity.	a. Provision of low-cost housing. b. Collaborating with relevant agencies to build houses.	a. Encouraging staff to engage in cooperative society to build their own houses.
10	Mismatch between research expectation and support.	a. Poor collaboration between the university and the industry b. Low Quality research output due to insufficient funding of researches.	Encouraging proper collaboration between the university and industry.	Introduce innovative researches.
11	Inadequate record management.	a. Poor planning. b. Lowering the image of the university.	Digitization of records.	Capacity building on records management.
12	Limited knowledge exchange between the university and local community.	a. Research output less relevant to the local community. b. Low impact of the university on the community. c. Poor cooperation between the university and the community.	a. Active outreach to the community. b. Identification and promotion of local research. c. Promotion of local technology.	Emphasizing community-focused research.
13	Over-centralization in administration.	a. Slow decision making. b. Lack of autonomy of units. c. Over-stretching of central authority.	a. Decentralization. b. Establish clear governance structures.	a. Streamline communication channels. b. Delegation of authority.



		d. Inefficiency	c. Inclusiveness and feedback.	c. Regular review of administrative structure. d. Functional committee system.
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### OPPORTUNITIES

S/N	Opportunity	Constraint	Utilisation
1	Government support and cooperation.	a. Inadequate outreach and engagement with the relevant stakeholders. b. Policy inconsistencies. c. Administrative bottlenecks	a. Mounting and expansion of programmes. b. Provision of supportive environment. c. Advocacy and engagement.
2.	Increasing demand for university education.	a. Inadequate funding. b. Infrastructure deficits. c. Limited number of academic programmes. d. Shortage of qualified manpower.	a. Expand revenue generation base. b. Develop functional infrastructures. c. Introducing new academic and professional programs. d. Recruitment and retention of qualified manpower.
3	Linkages and Affiliations with other Tertiary Institutions.	a. Absence of established procedures. b. Poor awareness of the linkage and affiliation services.	a. Establishing the linkages and affiliation procedures. b. Sensitizing the relevant institutions
4	Agricultural potentials.	a. Late commencement of Agric-based Academic programs. b. Lack of professional programs and extension services	a. Commercialization of the university farm activities. b. Introduction of professional programs and extension services.
5	High societal need for manpower development.	a. Lack of awareness on available services and utilisation of expertise. b. Lack of patronage by the relevant agencies. c. Lack of market-driven academic programmes.	a. Creating awareness on the available services and expertise. b. Engaging the relevant agencies to create patronage. c. Establishing market-driven academic programmes



6	Peace and security.	Low visibility of the University and its potentials.	Promoting programs and events that will enhance the university's visibility such as convocation, professorial inaugural lectures, etc.
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### THREATS

S/N	Threats	Effects	Mitigation	Eradication
1	Proliferation of Degree awarding Institutions.	<ul style="list-style-type: none"> <li>a. Low enrollment of students.</li> <li>b. Shrinking of revenue.</li> <li>c. Low staff retention rate.</li> <li>d. Increasing reliance on visiting staff appointment.</li> </ul>	<ul style="list-style-type: none"> <li>a. Competitive staff salary and emoluments.</li> <li>b. Improve quality of teaching and learning.</li> <li>c. Enhance students support services.</li> <li>d. Diversifying revenue sources.</li> </ul>	<ul style="list-style-type: none"> <li>a. Maintaining stable academic calendar.</li> <li>b. Focusing on quality assurance in service delivery.</li> <li>c. Enhancing students experience.</li> </ul>
2	Funding.	<ul style="list-style-type: none"> <li>a. Deficit in teaching and research facilities.</li> <li>b. Limiting staff development and productivity.</li> <li>c. Limiting expansion of programmes and staffing.</li> <li>d. Limiting staff recruitment and retention.</li> <li>e. Limiting infrastructural development.</li> <li>f. Long term sustainability risks.</li> </ul>	<ul style="list-style-type: none"> <li>a. Diversifying revenue sources.</li> <li>b. Collaboration and Linkages.</li> <li>c. Attracting external grants.</li> <li>d. Support from donors, alumni, philanthropists, endowment and professorial chair.</li> </ul>	<ul style="list-style-type: none"> <li>a. Increasing the diversification of revenue base.</li> <li>b. Establishing a functional University advancement office.</li> <li>c. Intensifying research and postgraduate programmes.</li> </ul>
3	Policy inconsistency	<ul style="list-style-type: none"> <li>a. Disruption to planning and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>a. Strengthening communication with the government.</li> <li>b. Advocacy and lobbying.</li> </ul>	<ul style="list-style-type: none"> <li>a. Enhancing University autonomy.</li> <li>b. Strengthening advocacy.</li> </ul>



		<ul style="list-style-type: none"> <li>b. Slowing decision making processes.</li> <li>c. Leading to abandonment of projects.</li> </ul>	<ul style="list-style-type: none"> <li>c. Flexible policy framework.</li> <li>d. Building strong public and community relations.</li> <li>e. Diversifying funding sources.</li> <li>f. Leveraging University autonomy.</li> </ul>	<ul style="list-style-type: none"> <li>c. Fostering strong communication channel.</li> <li>d. Increasing flexibility in budgeting and operations.</li> <li>e. Engaging community and alumni support.</li> </ul>
4	Climatic and environmental factors.	<ul style="list-style-type: none"> <li>a. Damage infrastructure.</li> <li>b. Exposure to hazardous displacement.</li> <li>c. Impaired accessibility</li> <li>d. Increased operational cost</li> <li>e. Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>a. Provision of wind breakers and shelter belt.</li> <li>b. Adaptable building structural design.</li> <li>c. Provision of drainage system.</li> <li>d. Climate change education and awareness.</li> </ul>	<ul style="list-style-type: none"> <li>a. Adaptation of climate change mitigation strategies</li> </ul>
5	High operational cost.	<ul style="list-style-type: none"> <li>a. Increasing overhead cost.</li> <li>b. Low staff productivity.</li> <li>c. Poor hygiene and sanitation.</li> <li>d. Declining staff welfare</li> </ul>	<ul style="list-style-type: none"> <li>a. Cost optimisation.</li> <li>b. Increasing governance efficiency.</li> <li>c. Enhancing fund raising.</li> <li>d. Fostering strategic partnership.</li> </ul>	<ul style="list-style-type: none"> <li>a. Increasing the diversification of revenue base.</li> <li>b. Intensifying research, innovation and collaboration.</li> </ul>



## ACTION PLAN AND IMPLEMENTATION

### GOAL 1: QUALITY IN TEACHING AND LEARNING

Objectives	Strategies	Activities	Time frame	Cost Estimate (₦)	Expected outcomes	Implementing unit/officer(s)	KPI
1. Strengthen and review curriculum.	a. Stakeholder Engagement.	a. Workshops, Survey, Focus Groups and Feedback from stakeholders.	2025-2029	40, 000,000	a. Revised curricula aligned with industry needs and standards.	VC/DAP	a. Percentage of curriculum reviewed.
	b. Benchmarking,		2029		b. Improved quality of service delivery.		b. Percentage of academic programs with industry-relevant skills.
	c. Regular curriculum Review Cycles.	b. Curriculum Review Studies.	2025-2029	5,000,000			
		c. Review of curricula in line with needs and standards.	2029	6,000,000	c. Improved university ranking.		c. Stakeholders satisfaction rating.
		d. Accreditation		60,000,000			d. University ranking
2. Improve quality of service delivery for effective	a. Enhance staff development.	a. Recruitment and training of academic staff.	2025-2029	2,000,000,000	a. More staff with higher degrees in the new faculties (FANRM, FICT, FSMS and	Vice-Chancellor (VC) / Directorate of Academic	a. Percentage of staff with higher degrees.
	b. Integration of Technology in	b. Organize regular training sessions on	2025-2029				



teaching and learning.	Teaching and learning.  c. Improve Teaching and Learning Spaces.  d. Student Support Enhancement	innovative teaching methodologies, and Learning Management Systems (LMS).  c. Foster Continuous Professional Development (CPD)  d. Improve classroom infrastructure, technology utilization, and student counseling and mentorship services.	2025-2029  2025-2029	5,000,000  20,000,000  100,000,000	College of Medicine).  b. Staff with technology and innovative teaching skills.  c. High usage of digital tools and technology in teaching and learning.  d. Improved academic performance and retention rates.	Planning (DAP)	b. Number of staff trained by 2029.  c. Percentage increase in students' satisfaction rating.  d. Percentage utilization of digital teaching and learning platforms.
3. Promote inclusive learning environment.	a. Accessibility Improvement Initiatives.  b. Development of Inclusive Policy.  c. Support for Underrepresented	a. Conduct accessibility audits of campus facilities.  b. Draft and implement inclusive policy to support students with special needs.	2025-2029  2025-2029  2025-2029	In-house  2,500,000	a. Improved accessibility to learning resources and facilities.  b. Approved functional inclusive policy.	Students' Affairs Division (SAD)	a. Percentage of accessible campus facilities.  b. Number of inclusivity workshops held annually.  c. Increase in the enrollment and



	Groups	<p>c. Organize workshops to raise awareness of inclusivity.</p> <p>d. Partner with NGOs and government bodies to create student resource centers with adaptive learning technologies and support inclusive education programs.</p>	2025-2029	In-house  10,000,000	c. Enhanced participation and performance of underrepresented groups.		retention rates of students with special needs.
4. Implement effective Student-Centered Learning and support services.	<p>a. Ensure effective functioning of Career Development Services</p> <p>b. Expand Health and Wellness Programs.</p>	<p>a. Strengthen the career development center.</p> <p>b. Provide counseling, mentoring and other services to address diverse students' needs.</p> <p>c. Regular monitoring and evaluation of</p>	<p>2025-2029</p> <p>2025-2029</p> <p>2025-2029</p> <p>2025-2029</p> <p>2025-2029</p>	<p>10,000,000</p> <p>5,000,000</p> <p>5,000,000</p> <p>5,000,000</p>	<p>a. Improved students' academic performance, retention and graduation rates.</p> <p>b. Increased students' satisfaction and well-being.</p> <p>c. Higher employability and</p>	Deanery of Students' Affairs (SAD)	<p>a. Number of students accessing support services annually.</p> <p>b. Percentage increase in student retention and graduation rates.</p> <p>c. Students' satisfaction n rate.</p>



	c. Technology Integration and digital literacy	the activities of the center  d. Promote streamlined e-learning Support Services  d. Foster opportunities.			career readiness among graduates.  d. Increased experiential learning		
5. Enhance Continuous Staff Development.	a. Organize Regular Trainings and Workshops.	a. Conduct annual training programs on pedagogy research, and administrative skills.	2025-2029	10,000,000	a. Improved staff performance and productivity.	Vice-Chancellor (VC) / DAP and Registry (establishment)	a. Number of staff trained annually.
	b. Facilitate Participation in Conferences and Seminars.	b. Sponsor staff to pursuing higher degrees.	2025-2029	100,000,000	b. Increased number of staff with higher degrees and professional certifications.		b. Percentage of staff pursuing or completing higher degrees.
	c. Encourage Peer Learning and Collaborations.	c. Organize in-house seminars and promote collaborative learning sessions and exchange.	2025-2029	10,000,000	c. Greater job satisfaction and retention rates among staff.		c. Number of staff that attended conferences and professional development events.
	d. Enhance Performance		2025-2029				d. Staff performance evaluation scores.



	Appraisal Systems	d. Optimize the utilization of staff development fund.  e. Promote mentorship programs for early-career staff members and appraise performance.		5,000,000			
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## GOAL 2: ADVANCEMENT IN RESEARCH AND INNOVATIONS

Objectives	Strategies	Activities	Time frame	Cost Estimate	Expected outcomes	Implementing unit/officer(s)	KPI
<b>1. Increase Research Capacity.</b>	<p>a. Facilitate access to funds and tools for research and professional development.</p> <p>b. Promote research, trainings and workshops.</p> <p>c. Establish Research Mentorship Programs and Collaborate with National and International Research Bodies.</p>	a. Provide financial support for staff to attend local and international research conferences.	<b>2025-2029</b>	<b>10,000 000</b>	a. Increased number of research publications in peer-reviewed journals.	DRIP/D AP	a. Number of staff trained in research.
		b. Conduct annual workshops on grant writing, research methodologies, and publishing.	<b>2025-2029</b>	<b>5,000,000</b>	b. Enhanced staff skills in research.		b. Number of research publications and citations.
		c. Offer seed grants for innovative and interdisciplinary research projects that address critical challenges.	<b>2025-2029</b>	<b>10,000,000</b>	c. Higher external research funding obtained.		c. Percentage increase in external research grants secured.
		d. Partner with international institutions for collaborative research and exchange programs to strengthen global research linkages.	<b>2025-2029</b>	<b>50,000,000</b>	d. Collaborations with leading research institutions formed.		d. Number of international research collaborations established.



<p><b>2. Strengthen the Research, Innovation and Partnership of the University.</b></p>	<p>a. Establish Research Centers and Innovation Hubs. b. Create Linkages with Industry. c. Develop a Policy Framework for Copyright, Intellectual Property (IP) and Technology Transfer. d. Encourage Staff and Students' Participation in Fairs and Exhibitions.</p>	<p>a. Establish Central Research Laboratories. b. Create Centers of Excellence. c. Secure Funding for Research Centers/laboratories. d. Set up specialized research and innovation hubs to address priority areas. e. Partner with industry and government to fund and implement demand-driven research projects. f. Develop and implement an IP policy to protect and commercialize research outputs.</p>	<p><b>2025-2029</b></p>	<p><b>900,000,000</b></p>	<p>a. Establishment of functional research and innovation hubs. b. Increased number of research outputs translated into patents and technology commercialization. c. Enhanced visibility and reputation of the university in research and innovation.</p>	<p><b>DRIP/DAP/FA NRM</b></p>	<p>a. Number of research and innovation hubs established. b. Number of patents filed and technologies commercialized. c. Number of technology transfer agreements. d. Number of patented output.</p>
<p><b>3. Enhance Research Infrastructure and Resources.</b></p>	<p>a. Upgrade and Expand Laboratory Facilities. b. Procure Modern Research</p>	<p>a. Renovate and expand existing laboratories. b. Procure cutting-edge equipment.</p>	<p><b>2025-2029</b></p>	<p><b>50,000,000</b> <b>100,000,000</b> <b>75,000,000</b></p>	<p>a. Enhanced research productivity and quality. b. Increased access to</p>	<p><b>DRIP/DPPD &amp;MS.</b></p>	<p>a. Number of laboratories and facilities upgraded or established. b. Percentage of research equipment fully operational and utilized.</p>



	<p>Equipment and Software.</p> <p>c. Improve Digital Libraries and Research Databases</p> <p>d. Establish Specialized Research Centers</p> <p>e. Strengthen Maintenance Systems</p>	<p>c. Subscribe to international research databases, journals, and e-libraries.</p> <p>a. Train technical staff on the operation, maintenance, and efficient management of research equipment to ensure long-term sustainability.</p>		<p><b>5,000,000</b></p>	<p>world-class research tools and facilities.</p> <p>c. Greater ability to attract and retain top-tier researchers.</p> <p>d. Improved safety and operational efficiency in research activities.</p>		<p>c. Increase in the number of publications and research projects conducted using upgraded facilities.</p> <p>d. Researchers' satisfaction score.</p>
<p><b>4. Increase Access to Research Funding and External Grants.</b></p>	<p>a. Improve staff research capacity</p>	<p>a. Organize grant-writing workshops and training programs.</p>	<p><b>2025-2029</b></p>	<p><b>5,000,000</b></p>	<p>a. Enhanced Research Capacity.</p>	<p><b>VC// DRIP</b></p>	<p>a. Number of grant-writing workshops organized.</p>
	<p>b. Strengthen Industry Partnerships</p>	<p>b. Provide mentorship by experienced grant winners.</p>	<p><b>2025-2029</b></p>	<p><b>2,000,000</b></p>	<p>b. Increased Research Funding.</p>	<p><b>VC/ /DRIP</b></p>	<p>b. Number of successful grant proposals submitted.</p>
	<p>c. Leverage TETFund Programs</p>	<p>c. Develop partnerships with industries and organizations for funded collaborative research.</p>	<p><b>2025-2029</b></p>	<p><b>5,000,000</b></p>	<p>c. Improved Research Output.</p>		<p>c. Number of funding opportunities accessed.</p>
	<p>d. Develop Incentive Schemes</p>	<p>d. Promote consultancy services to attract funding.</p>	<p><b>2025-2029</b></p>	<p><b>2,500,000</b></p>	<p>d. Stronger Industry and Academic Collaborations.</p>		<p>d. Number of MoUs signed.</p>
				<p><b>2025-2029</b></p>	<p><b>5,000,000</b></p>		



		<p>e. Encourage staff to Submit proposals for TETFund-sponsored capacity-building initiatives.</p> <p>f. Support staff attendance at national and international conferences.</p> <p>g. Motivate grant winners and publications in high-impact journals to attract external funding.</p>	<p><b>2025-2029</b></p>	<p><b>5,000,000</b></p> <p><b>25,000,000</b></p>	<p>e. Recognition and Prestige.</p> <p>f. Institutional Growth.</p> <p>g. Enhanced Impact of Research.</p> <p>h. Long-Term Sustainability</p>		
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### GOAL 3: DISTINCTION IN COMMUNITY OUTREACH, LINKAGES, AND COLLABORATIONS

Objective	Strategy	Activities	Timeline	Cost Estimate	Expected Outcomes	Implementing Unit	KPIs
1. Develop and Strengthen Linkages and Collaborations.	a. Establish Strategic Partnerships and linkages.	a. Identify and prioritize key stakeholders.	2025	500,000	a. Formalized partnerships.	DRIP, DAP, SPACE/ FANRM	a. Number of partnerships formed.
		b. Develop partnership proposals and MoUs.	2025 - 2026	500,000	b. Increasing number of partnership proposals & MoUs.		b. Number of institutions in the linkage list.
		c. Engage potential institutions/organizations for linkages.	2025 - 2029	500,000	c. Established linkages with institutions/organizations.		b. Number of quality research output.
		d. Strengthen procedures for linkages and sensitization.		500,000			
	b. Strengthen Internal Collaboration.	a. Promote/motivate multi-disciplinary researches.	2025-2029	500,000	a. Improved research and teaching quality.	DRIP	a. Number of joint conferences conducted.
		b. Conduct cross-departmental workshops and training.	2025.	500,000	b. Enhanced internal collaborative research		b. Number of joint projects/researches.
		c. Organize multi-disciplinary conferences.	2025-2029	2,500,000	c. Increase in overall research output		c. Percentage increase in the university research rating.
		d. Conduct regular outreach/engagement between the university and the government		500,000			d. Number of govt sponsored projects/polices.



					d. Enhanced engagement with govt and feedback mechanisms		
	c. Identify potential external collaborators	<p>a. Engaging in collaborative research/project with universities, research centers and organizations</p> <p>b. Publishing research output with collaborators</p>	2025-2029	500,000	<p>a. Increase in joint research output/project</p> <p>b. More publications with collaborators</p> <p>c. Enhanced global reputation.</p>	DRIP	<p>a. Number of research output/project with collaborators.</p> <p>b. Percentage change in university rating.</p>
2. Establish Community Engagement Programmes	a. Promote Community Engagement	<p>a. Develop programmes to address societal needs and challenges</p> <p>b. Identify and conduct local researches.</p> <p>c. Source funding for promotion of local research and technology.</p> <p>d. Provision of access to recreational activities.</p>	2025-2029	<p>2,500,000</p> <p>10,000,000</p> <p>-</p> <p>-</p>	<p>a. Increase in community-based research output.</p> <p>b. Increase in local research and technology development funding.</p> <p>c. Increase in</p>	DRIP, FANRM and Public Relations	<p>a. Number of community-based problems identified</p> <p>b. Percentage of community-based research output.</p> <p>c. Number of funding sources identified.</p> <p>d. Number of means of</p>



					social impact.		communication. e. Level of university impact on the community
	b. Foster Local Partnerships	<p>a. Engage local organizations as partners for programme implementation.</p> <p>b. Establish joint projects addressing specific community needs.</p> <p>c. Create a platform for collaborative planning and decision-making.</p>	2025-2029	5,000,000  5,000,000	<p>a. Increased collaboration with local organizations.</p> <p>b. Increased community participation in university activities.</p> <p>c. Developed solutions to societal problems.</p>	DRIP	<p>a. Number of local partnerships formed.</p> <p>b. Number of joint projects completed.</p> <p>c. Number of university activities participated by the community.</p>
3. Promote Knowledge Dissemination.	a. Establish Knowledge Sharing and feedback Platforms.	<p>a. Strengthen knowledge dissemination via print and online for regular updates.</p> <p>b. Leverage on the State’s radio &amp; television.</p> <p>c. Host discussion forums (physical or virtual).</p>	2025-2029  2025-2029  2025-2029	500,000  500,000  500,000	<p>a. More awareness of new knowledge.</p> <p>a. Increased engagement with knowledge-sharing activities.</p>	DRIP/ FANRM	<p>a. Number of feedbacks from users of media platforms.</p> <p>b. Number of new knowledge published.</p> <p>c. Attendance rates at discussion forums.</p>



	b. Organize Knowledge Exchange Events.	<p>a. Host conferences, seminars, public lectures, workshops and research fairs with experts.</p> <p>b. Facilitate panel discussions on key topics.</p> <p>c. Create networking opportunities during events.</p>	<p>1 Confere nce every Q4<sup>th</sup> 2025 - 2029.</p> <p>2025- 2029</p>	<p>2,500,000</p> <p>1,500,000</p> <p>1,000,000</p>	<p>a. Enhanced understanding of key issues.</p> <p>b. Stronger professional networks.</p>	<p>DRIP, Faculties &amp; Department s, Public Affairs</p>	<p>a. Number of events conducted.</p> <p>b. Participant satisfaction scores.</p> <p>c. Number of connections made.</p>
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### GOAL 4: QUALITY IN GOVERNANCE AND MANAGEMENT

Objectives	Strategies	Activities	Time frame	Cost Estimate	Expected outcomes	Implementing unit/office r(s)	KPI
1. Strengthen the University leadership and decision-making processes.	a. Leadership Capacity Building	a. Trainings. b. Mentorship. c. Retreats. d. Succession plan.	2025-2029	2,000,000	a. Enhanced leadership skills. b. Membership of professional bodies.		a. Number of Management staff trained  b. No of registered professionals.
	b. Governance Enhancements	a. Governance structure review. b. Promotion of team work.	2025-2029	500,000	Improved governance and decision-making.		Governance satisfaction rate.
	c. Evidence-Based Decision-Making.	a. Implement data-driven decision frameworks. b. Enhance feedback system.	2025-2029	--	Decisions aligned with the university's strategic goals.		Stakeholders' level of satisfaction.
	d. Monitoring and Evaluation.	Annual effectiveness surveys.	2025-2029	2,000,000	Continuous improvement in leadership.	Quality Assurance Directorate.	Improvement in effectiveness scores.



2. Enhance administrative efficiency and accountability	a. Streamline administrative processes	a. Conduct process audit to identify inefficiencies. b. Implement process automation.	2025-2029	5,000,000	a. Identification of bottlenecks and inefficiencies. b. Reduced manual workloads and faster processing.	a. Internal Audit. b. ICT	a. Frequency of audit reports. b. Percentage of processes automated.
	b. Enhance accountability mechanisms	a. Enhance and enforce performance monitoring frameworks. b. Promote regular reporting and feedback systems. c. Conduct regular audit.	2025-2029	--	a. Improved and transparent financial reporting. b. Improved financial compliance and risk management. c. Transparent and timely reporting processes	a. Registry b. Bursary c. Audit d. ICT	a. Good and timeliness of financial reports. b. Number of audits conducted Audit compliance rate
	c. Build staff capacity.	Conduct trainings on accountability and efficiency instruments.	2025-2027	1,500,000	Improved accountability.	a. Registry b. DAP c. ICT	a. Number of staff trained. b. Training feedback
3. Foster a culture of compliance, quality assurance and ethical governance.	a. Strengthen compliance mechanisms	a. Develop and implement compliance frameworks. b. Conduct compliance training for staff and leadership.	2025-2027	3,600,000	a. Clear and standardized compliance protocols. b. Increased awareness of compliance requirements.	a. Quality assurance b. Registry	a. Frameworks adoption rate across units. b. Number of training sessions. c. Participant feedback.



	b. Enhance quality assurance processes	a. Develop quality assurance policy document. b. Establish quality assurance directorate	2025	3,000,000	a. Approved QA policy. b. Established QA directorate. c. Centralized oversight on quality initiatives. d. Improved tracking and enhancement of service quality	a. VC	a. Percentage improvement in quality metrics
	c. Promote ethical governance.	a. Review and disseminate condition and regulation of service. b. Conduct ethics workshops and awareness campaigns.	2025-2026	3,000,000	a. Clear ethical guidelines for all stakeholders. b. Increased adherence to ethical practices.	a. Vice-Chancellor b. QA c. Registry	a. Percentage of staff adherence to codes. b. c. Attendance rates.
4. Implement inclusive governance system.	a. Ensure stakeholder representation.	a. Inclusion of diverse stakeholders. b. Promote effective committee system. c. Delegation of responsibilities.	2025-2029	2,000,000	a. Broader representation. b. Improved inclusivity in governance processes.	VC	a. Inclusion rate. b. Number of processes decentralized.



					c. Reduced over centralization of responsibilities.		
5. Develop and implement a functional financial management strategy.	a. Strengthen budget planning	a. Develop multi-year financial plan. b. Align budget allocations with strategic goals	2025-2029	--	a. Financial sustainability. b. Need-based resource allocations	a. Bursary b. Audit	Budget performance



## GOAL 5: ENHANCING HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

Objectives	Strategies	Activities	Time Frame	Cost Estimate	Expected Outcomes	Implementing Unit/Officer	KPI
1. Develop policy on staff development.	a. Development of HR software.	a. Create and Implement HRM software.	2025 - 2029	5,000,000	a. HRM software developed.	a. Registrar b. ICT	a. Software utilization rate. b. Number of training needs c. Adherence rate.
	b. Strengthening the standard of capacity building programs.	b. Conduct regular review of conditions and regulation of service.		500,000	b. capacity building needs identified.		
	c. Developing staff mentoring process.	c. Identify capacity building needs. d. Creation of Mentoring framework.		500,000	c. Mentoring framework developed		
2. Promote effective capacity building and professional development for staff.	a. Enhancing staff development programme.	a. Conduct in-house and short-term trainings for staff.		5,000,000	Increased staff productivity.		a. Number of in-house training conducted. b. Number of staff benefited from short-term training and conferences.
		b. Conduct effective staff mentoring.		5,000,000	Improved quality service delivery.		



		<p>c. Encouragement staff for sabbatical and post-doc programmes.</p> <p>d. Sponsorship for local and international conference, seminars and workshops.</p>		<p>5,000,000</p> <p>350,000,000</p>			
3. Strengthening career development centre.	a. Promoting effective career development system.	<p>a. Organizing training on career development.</p> <p>b. Conducting effective counselling process.</p> <p>c. Introducing open discussions and orientations programmes for students and other stakeholders.</p>	<p><b>2025-2029</b></p> <p><b>2025-2029</b></p> <p><b>2025-2029</b></p>	<p>10,000,000</p> <p>5,000,000</p> <p>5,000,000</p>	<p>a. Functional career development.</p> <p>b. Students with creative, innovative and adaptive skills.</p> <p>c. Enlightened stakeholders</p>	<p>a. Career development centre,</p> <p>b. Students' Affairs Division</p>	<p>a. Employability rate.</p> <p>b. carrier readiness.</p>
4. Strengthen Employee Recruitment, Motivation and Retention.	<p>a. Improve Recruitment Strategy.</p> <p>b. Enhance Compensation and Benefits Packages.</p> <p>c. Foster a</p>	<p>a. Conduct market research.</p> <p>b. Competitive recruitment strategy to attract competent employees.</p>	<p><b>2025-2029</b></p>	<p>2,000,000</p> <p>--</p> <p>1,000,000</p>	<p>a. Higher employee satisfaction and morale.</p> <p>b. Increased retention rates.</p>	<p>Registry/Establishment Unit</p>	<p>a. Percentage increase in employee and retention rate.</p> <p>b. Employee satisfaction ratings.</p>



	Positive Work Environment.  d. Implement Employee Recognition and Reward Programs	c. Revise and update compensation and benefit packages.  d. Implement training and lifelong learning.  e. Launch employee recognition programs.		--  2,000,000			
5. Enhance Safety and Protection of Lives & Properties.	a. Strengthen Campus Security Infrastructure.  b. Conduct Regular Safety Training and Awareness Programs.  c. Develop and Enforce Safety and Security Policies.	a. Install surveillance cameras (CCTV) at strategic locations.  b. Establish well-lit pathways and emergency alarm systems in key areas.  c. Training on security and safety.  d. Enforce security and safety policy  e. Regularly review and update the university's safety policies	<b>2025-2029</b>  <b>2025-2029</b>  <b>2025-2029</b> <b>2025-2029</b>  <b>2025-2029</b>	100,000,000  20,000,000  2,500,000  --  2,000,000	a. Improved Campus Security and Reduced Crime.  b. Increased security and Safety Awareness.  c. Improved Emergency Response and Crisis Management  d. Improved Compliance with Safety Regulations	VC/ Security Unit/DPPD & MS	a. Percentage Crime Reduction on Campus  b. Number of Safety Training Sessions Conducted  c. Emergency Response Time  d. Level of Compliance with Safety Protocols



### GOAL 6: ICT DRIVEN UNIVERSITY IN OPERATION AND SERVICES

1. Expand ICT Infrastructure for Effective Campus Connectivity	a. Infrastructure Assessment and Planning.	a. Conduct comprehensive needs assessment.	2026	1,000,000	a. Improved Internet Access Across on and off Campus	VC/ICT	a. Percentage of Internet service availability across on and off campus
		b. Develop comprehensive ICT master plan.	2026	2,000,000	b. Enhanced Connectivity for Teaching, Learning, and Research		b. Percentage of students and staff actively using LMS, digital libraries, and e-learning tools
	b. High-Speed Internet Backbone.	c. Deployment of fiber optic networks from Kafin Hausa POP to University Central Hub [7km].	2025-2027	150,000,000	c. Improved seamless access to online resources, Learning Management Systems (LMS), and research databases.		c. Percentage of ICT staff with professional certifications
		d. Deployment of fiber optic Distribution networks for PG School, Staff School, University main Library, SPACE and Faculty of Medicine [Ext 8km].	2025-2028	250,000,000			
	c. Wireless Distribution and Access Networks Expansion	e. Deployment of Wireless Distribution and Access to internet services for SPGS, Staff School, University Library, SPACE, Faculty of Medicine		2025-2027	150,000,000		
				2025-2027	100,000,000		
			f. Provision of Wireless Distribution and Access to internet services for Students' hostels	2026	35,000,000		
	g. Deployment of additional STM-1	2027	100,000,000				



		h. Deployment of STM-4 (Decommissioning of STM-1 and upgrade to STM-4)	2029	2,000,000	e. Skilled ICT staff capable of managing and scaling infrastructure		
	d. Bandwidth Upgrade	i. Establishment of Data Center.	2029	2,000,000			
		j. Implementation of disaster recovery systems.	2029	500,000			
	e. Creation of Data Centers and Cloud Integration	k. Integration of hybrid cloud solutions.	2025-2029				
		l. Establish partnership and develop grant proposals for funding by Local and International donors.	2025-2029				
	f. Funding drive for ICT Projects	m. Strengthening the University Internet Service Sustainability Plan.					



2. Enhance Infrastructure for Computer-Based Testing (CBT) and E-Learning	a. Conduct an Infrastructure Needs Assessment	a. Evaluate current CBT and e-learning infrastructure for hardware, software, and network capabilities	2025	100,000			a. Number of functional CBT workstations available per student
	b. Provision of Dedicated CBT and E-Learning Centers	b. Establishment of CBT center and Procurement of 500 units computers and peripherals Phase I-IV	2026-2029	4,000,000,000			b. Percentage of server capacity used efficiently



3. Promote the Use of ICT Tools in Planning, Administration, and Academic Services.	a. Conduct an ICT Readiness Assessment.	a. Assess current ICT infrastructure and tools used in administrative and academic functions.	2025	100,000			a. Percentage of departments/units actively using ICT tools.
	b. Review ICT Policy Framework	b. Identify gaps in skills, technology, and processes among staff	2025	100,000			b. Percentage of administrative processes fully digitized
	c. Automate Administrative Processes	c. Regular Review and update of policies.	2025-2029	500,000			c. Decrease in administrative errors due to automation
	d. Digitize Academic Services	d. Implement an Enterprise Human Resource Management system (HRMS) to streamline operations	2025-2026	5,000,000			
	e. Enhance Planning and Decision-Making with ICT	e. Introduce digital attendance systems for students.	2026				
		f. Implement Learning Management System (LMS) for online course delivery	2025-2029	2,000,000			
		g. Upgrade e-library system	2025-2029 2026-2029	5,000,000			
		h. Develop dashboard for data-driven decision-making	2026-2029	4,000,000			
		i. Implement predictive analytics to forecast student enrollment and academic performance trends.		5,000,000			



4. Establish a University-Wide Digital Repository for Research and Academic Content.	a. Conduct Need Assessment and Feasibility Study	a. Assess existing academic content and infrastructure for repository	2026-2029	100,000			a. Percentage completion of the digital repository development project	
			2026-2029				b. Number of research and academic content categories included in the repository	
	b. Develop Comprehensive Policy Framework for the repositories	b. Guidelines for content submission, access rights, copyright, intellectual property and metadata standards for indexing.	2026-2029	500,000				c. Percentage of faculty, staff, and students accessing the repository regularly
		c. Evaluate open-source and commercial repository software	2026-2029	500,000				
	c. Implement Digital Repository Platform	d. Digitize and Archive Existing Academic Content	2026-2029	5,000,000				d. University ranking
		e. Train librarians and IT staff on repository management	2026-2029	250,000				
		f. Link the repository to the university's website, library catalog, and Learning Management System (LMS).	2026	1,000,000				
		g. Integrate the repository with citation databases for broader dissemination.	2027	1,000,000				
	h. Establish a Data Preservation and Backup Plan		1,000,000					



## 7: DIVERSITY IN THE REVENUE BASE OF THE UNIVERSITY

Objectives	Strategies	Activities	Time frame	Cost Estimate	Expected outcomes	Implementing unit/officer (s)	KPI
1. Expand and Strengthen Revenue Generating activities.	a. Identification and mapping of viable sources of revenue.	a. A sensitization workshops, surveys and training.	2025 – 2029	500,000	a. Commercialization of identified business related activities	a. VC and Dean FANARM	a. Number of businesses identified.
	b. Strengthening and commercialization of university businesses.	b. Setting up modalities for the commercialization processes.	2025 – 2026	100,000	b. SLU Microfinance Bank commenced operation	b. VC c. SLUMFB Implementation Committee	b. Number of commercialized business outfits.
	c. Establishing a microfinance bank.	c. Strengthen and commercialize university farm, specialized laboratory equipment, and internet & data center services.	2025	100,000	c. Compliance with the standardized fees payment	d. Deans, DAP Bursar, DPPD	c. Number of bank accounts in operation.
	d. Ensuring effective monitoring and evaluation	d. Fundraising campaigns.			d. Commercialization of ICT infrastructure and services		d. The amount of revenue realized.
		e. Microfinance application and		2025 – 2026	500,000		e. Level of expansion in the revenue base of the university.



		<p>obtaining operational license.</p> <p>f. Establish management and administrative structure for the Bank</p> <p>g. Standardization of fees, payment methods and developing an enforcement strategy</p>	2025-2026	500,000	e. Increased donations and philanthropic supports		f. Percentage of external revenue
2. Create New Academic and Professional Programmes.	<p>a. Mounting of marketable undergraduate programs.</p> <p>b. Mounting of professional postgraduate programs.</p> <p>c. Mounting of Top-up degree programs.</p> <p>d. Mounting of Part-Time degree program</p>	<p>a. New programmes in Faculty of Natural and Applied Sciences (B. Sc Industrial Chemistry, Statistics &amp; Data Science and Physics with Electronics)</p> <p>b. Allied Health Sciences Programs</p> <p>c. New programmes in Faculty of Social and Management Science (B.Sc. Demography and Social Statistics,</p>	<p>2025/2026 Academic Session</p> <p>2025/2026 Academic Session</p>	<p>100,000,000</p> <p>15,000,000</p>	<p>a. New Academic Programs established</p> <p>b. Professional Postgraduate programs established</p> <p>c. Commencement of Top-up degree programs</p> <p>d. Commencement of Part-Time degree program</p>	<p>Vice-Chancellor, DAP and respective Dean of Faculties</p>	<p>a. Number of marketable undergraduate programmes established</p> <p>b. Number of professional postgraduate programmes mounted</p> <p>c. Number of students admitted into the Top-up programme</p>



		B.Sc. Entrepreneurship, B.Sc. Criminology and Peace Studies)	2025/2027	10,000,000			d. Number of students admitted into the Part-Time programme
		d. New programmes in Faculty of Computing (B.Sc Information & Communication Technology, B.Sc Data Science, B.Sc Information System	2025/2027	10,000,000			e.Amount of revenue realized
		e. Establishing Top-up Degree Programs for candidates with HND In all Faculties	2025-2026	5,000,000			
		f. Establishing part-time degree programs in all accredited programs	2026-2029	5,000,000			
3. Strengthen Partnership with Alumni.	a. Foster advancement and linkages. b. Developing a standard database for graduands and tracking procedure.	a. Establish the Directorate of advancement and linkages. b. Monitor and evaluate the activities of the Directorate.	2025 2025-2026	500,000 100,000	a. Directorate of Advancement and Linkages fully established. b. Database for graduands and tracking	a. UMC/Council b. Directorate of Advancement c. Vice-Chancellor d. Registry/IC T	a. Number of partnerships established. b. Number of grants generated. c. Percentage increase in



		c. Organize convocation on regular basis.	2025-2026	125,000,000	procedure fully established.  c. Convocation ceremonies regularized.  d. Increased revenue		internal and external revenue.
4. Explore and Intensify Partnerships with Funding/Donor Agencies.	a. Maintaining an effective communication and feedback between the university and funding agencies.  b. Compliance with grant management process.	a. Developing prospective partnerships.  b. Carrying out effective project implementation.	2025 – 2029	10,000,000	a. More partnerships  b. Effective communication and feedback system  c. Effective and efficient project management	a. Directorate of Advancement & Linkages. b. DPPD and MS, c. BMC	a. Number of joint projects.  b. Percentage utilization of the existing partnerships.  c. Percentage of projects implementation.
5. Strengthen the SLUK Consult.	a. Provision of focused leadership.  b. Injection of adequate capital.  c. Expansion of businesses scope.	a. Appointment of business-oriented leadership.  b. Recruitment of needed manpower.  c. Regular Board meetings.	2025 – 2026	5,000,000  3,000,000  500,000  500,000	a. Strong leadership and needed manpower appointed.  b. Adequate capital provided.	SLUK Consult Board of Directors	a. Amount of profit generated.  b. Number of Board Meetings per annum.  c. Number of business



		d. Identification of viable business opportunities.			c. Business scope expanded.		activities engaged.
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### GOAL 8: LEADERSHIP IN ENTREPRENEURSHIP AND ENERGY SUSTAINABILITY

Objectives	Strategies	Activities	Time frame	Cost Estimate	Expected outcomes	Implementing unit/officer(s)	KPI
1. Establish Entrepreneurship Development Centre.	a. Identifying the necessary requirements.	a. Constitution of establishment/implementation committee.	2025 - 2026	--	a. EDC center established.	Vice-Chancellor	a. Number of activities engaged by the EDC.
	b. Establishing the management and administrative structure of the center,	b. Appointment of the appropriate management and other staff of the EDC.		--	b. Activities of the EDC commenced.		b. Number of business collaborations.
2. Strengthen entrepreneurial mindset and venture creation.	a. Nurturing creativity and innovation among students.	a. Entrepreneurial environment analysis.	2025 - 2026	500,000	a. Entrepreneurial culture instilled.	EDC	a. Career readiness and employability rates.
	b. Encourage Risk-Taking activities.	b. Mainstreaming venture creation into the University programs.	2026	500,000	b. Career readiness and employability.		b. Number of innovative courses introduced.
	c. Build Strong Communication and Networking Skills.	c. Establishing design thinking workshops.	2026-2027	10,000,000	c. Thinking designed workshops established.		



	d. Embedding mentoring and Entrepreneurial Role Models as part of the training.	d. Engaging students in entrepreneurship competitions. e. Promoting internship program and Startups. f. Fostering mentorship programs.	2025-2029 2026 2025-2029	2,500,000 5,000,000 500,000	d. Entrepreneurship competition, networking and mentorship commenced.		c. Number of startups. d. Number of entrepreneurship activities conducted.
3. Integrate Efficient Solar Water Systems.	i. Conduct Feasibility Studies and Needs Assessments ii. Invest in High-Quality Solar powered water systems	a. Perform on-site evaluations b. Collect data on local water usage patterns for the University c. Establish Maintenance and Monitoring system.	2025-2026	1,000,000 -- -	a. Reduced Energy Costs. b. Improved Water Access and Sustainability. c. Environmental Impact Reduction. d. Enhanced System Resilience and Reliability.	DPPD & MS	a. Percentage Reduction in Energy Costs. b. Increase in Water Accessibility. c. System Downtime or Reliability Rate.
4. Develop a Zero Waste-to-Energy Initiative.	a. Implement Comprehensive Waste Segregation and Collection Systems. b. Invest in Advanced Waste-to-Energy Technologies.	a. Set up waste separation bins in residential, and academic areas with clear labeling. b. Develop logistics plan for regular collection and transportation of segregated waste c. Collaborate with technology providers and research	2026-2029 2026-2029	8,000,000 500,000	a. Reduction in Landfill Waste. b. Environmental Impact Mitigation. c. Improved Job Creation and revenue.		a. Percentage Reduction in Landfill Waste. b. Amount of Renewable Energy Generated.



	c. Promote Public Awareness and Participation.	institutions to acquire and implement the necessary infrastructure for waste-to-energy conversion.  d. Educate university community on the zero waste-to-energy initiative.	2026-2029  2026-2029	50,000,000  500,000	d. Enhanced Public Awareness and Engagement.  e. Long-Term Sustainability.		c. Percentage of waste segregated.  d. Number of jobs created and amount of revenue generated.
5. Implement energy-efficient building design and retrofitting.	a. Passive Design Strategies  b. Integration of Renewable Energy Systems  c. High-Efficiency Equipment and Systems	Ensure optimized buildings Designs  Retrofit existing buildings with solar energy  Replace incandescent and fluorescent lighting with LEDs  Deploy high energy efficient cooling systems	2025-2029  2025-2029  2025-2029  2025-2029	0.00  300,000,000  10,000,000  25,000,000	Reduced Energy Consumption  Energy Cost Savings and Independence  Enhanced Operational Efficiency and Environmental Impact		Percentage decrease in CO <sub>2</sub> emissions  Percentage of total building energy consumption supplied by renewable sources
6. Establish a Green Campus Initiative for Long-Term Sustainability.	Enhance Green Spaces and Biodiversity.  a. ii. Strengthening greener SLUK Project.	a. Organize regular events to plant indigenous and climate-resilient trees.  b. Design campus landscapes using native plants.  c. Implement sustainable irrigation system.	2025-2029  2025-2029  2025-2029	10,000,000  5,000,000  20,000,000	a. Improved Campus Air Quality.  b. Enhanced Biodiversity.  c. Increased Community	FANRM	a. Percentage of students, staff, and community members participating in SLUK green initiatives project.  b. Variety of species (plants,



					Engagement and Well-Being		birds, insects, etc.) within the campus ecosystem.
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**GOAL 9: SUSTAINABLE FACILITIES AND ENVIRONMENT**

Objectives	Strategies	Activities	Time frame	Cost Estimate	Expected outcomes	Implementing unit/officer(s)	KPI
1. Develop Functional and Sustainable Buildings and Infrastructure.	a. Effective and optimal utilization of land and buildings.	a. Designing of multi-floor buildings.	2025–2029	0.00	Improved working and learning environment.	DPPD & MS, DAP	Percentage of sustainable buildings.
	b. Ensuring compliance with minimum standards and the university master plan.	b. Recruitment of competent architects and allied professionals.	2025-2029	0.00			
	c. Provision of physical infrastructure in tandem with academic brief.	c. Securing approvals of the Council development committee for all new structures within the campus.	2025-2029	0.00			
		d. Frequent consultation with the	2025-2029	2,000,000			



		relevant stakeholders.					
a. Ensure Excellent Facility Management.	a. Engagement of competent service providers.	a. Routine general cleaning and waste management services.	2025 2029	300,000,000	a. Effective cleaning and waste management services.	DPPD & MS	a. Facility management satisfactions rate.
	b. Use of quality fittings and fixtures.	b. Use of green compliant technology.	2025 2029	0.00	b. Compliance with green technology.		b. Percentage of green technology fittings and fixtures.
	c. Efficient utilization of facilities	c. Conduct regular sensitization of end users.	2025 2029	500,000	c. End users sensitized.		c. Number of sensitization programmes.
2. Promote Periodic development and Maintenance of Assets.	a. Deployment of retainership for specialized technical services.	a. Engagement of relevant and competent technicians/ service providers.	2025 2029	0.00	a. Specialized technical services retainership established.	DPPD & MS	a. Number of retainership established.
	b. Need-based provision of assets.	b. Provision of required facilities and equipment	2025 2029	25,000,000,000	b. Required facilities and equipment provided		b. Percentage of the needed facilities and equipment provided.
3. Enhance Environmental Sanitation and Serenity.	a. Establishing relationship with relevant agencies.	a. Sourcing relevant tree species and waste management facilities.	2025– 2029	15,000,000	a. Strong relationship established.	DPPD & MS	a. Number of interventions benefitted.
				10,000,000	b. Environmental sustainability		b. Number of shelter belt,



	b. Developing sustainable environment	b. Creation of shelter belt, orchards, parks and gardens.	2025 2029	10,000,000	measures established.		orchards, parks and gardens created.
	c. Landscaping and beautification of the environment	c. Use of soft and hard landscaping elements.	2025 2029		c. Spaces landscaped.		c. Percentage of spaces landscaped
		d. Sensitization of the University community.	2025 2029	500,000	d. University community sensitized.		

### MONITORING AND EVALUATION

Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
<b>Goal 1: Quality Teaching and Learning</b>	i. Strengthen and review curriculum for all academic programmes	i. Number of academic programs reviewed	100%	100%	Annually	Directorate of Academic Planning (DAP)
		ii. Percentage of graduates employed.	-	70%	Annually	
	iii. Percentage of staff with higher degrees	-	60%	Annually		
	ii. Improve the quality of service delivery for effective	iv. Percentage increase in students' satisfaction rating.	60%	80%	Annually	
			15%	50%	Quarterly	



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	teaching and learning  iii. Promote inclusive learning environment  iv. Implement effective students' support services  v. Enhance Continuous Staff Development	v. Percentage utilization of digital teaching and learning platforms. vi. Number of enrollment and retention vii. Percentage of students accessing support services viii. Number of staff that attended conferences and professional development events.	8,500  25% -  25%  25%	15,000 <sup>1</sup>  70% 200  80%  100%	Sessional  Annually Annually Annually  Annually  Annually	
<b>Goal 2: Advancement in Research and Innovations</b>	i. Increase Research Capacity ii. Strengthen the Research, Innovation and Partnership of the University	i. Number of staff trained in research. ii. Number of research publications iii. Number of citations. iv. Percentage increase in external research grants secured.	100 -- 15,509 - -	250 2000 50,000 - -	Annually Annually Annually Annually Annually	DRIP

<sup>1</sup> 13 expected new programmes with average 40 students admission by 2026



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	iii. Enhance Research Infrastructure and Resources	v. Number of international research collaborations established.	NIL	2	Annually	
	iv. Increase Access to Research Funding and External Grants	vi. Number of research and innovation hubs established.	NIL	2	Annually	
		vii. Amount of funding received through industry and government collaborations.	N200m	N800m	Annually	
		viii. Number of joint research projects.	-	100	Annually	
		ix. Number of laboratories and facilities upgraded or established.	3	50	Annually	
		i. Number of grant-writing workshops organized.	-	15	Annually	
		ii. Percentage of staff participation in training programs.	-		Annually	
		iii. Number of successful grant proposals submitted per annum	-	60%	Annually	
		iv. Number of MoUs signed.	-		Annually	
		v. Number of staff receiving rewards for successful grant applications.	-		Annually	
			-	150		



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
		vi. Number of internal seed funding disbursed.		10	Annually	
		vii. Number of licensing agreements signed with industry partners.	-	5	Annually	
		viii. Revenue generated from licensing fees and royalties.	-	5	Annually	
		ix. Number of research output commercialized (e.g., products, processes).	114		Annually	
		x. Number of awards or recognitions for innovation and commercialization.	-	1		
		xi. University Ranking.	-	2		
		xii. Number of technology transfer agreements	-	1		
			-	2		
				1		
				50		
				2		
<b>Goal 3: Distinction in Community Outreach, Linkages, and Collaborations</b>	i. Develop and Strengthen Linkages and Collaborations	i. No of partnerships formed.	-	20	Annually	DRIP, DAP, SPACE
		ii. No of institutions in the linkage list.	6	12		
		iii. No of joint conferences conducted.	2	10		
	ii. Establish Community	iv. Percentage change in university rating.	-	-		
			-	80%		



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	iii. Engagement Programs iii. Promote Knowledge Dissemination	v. Level of university impact on the community vi. No of community-based problems identified vii. No of new knowledge published. viii. Attendance rates at discussion forums. ix. Participant satisfaction scores.	- - - - -	10 50 50% 20 80%		
<b>Goal 4: Quality in Governance and Management</b>	i. Strengthen the University leadership and decision-making processes ii. Enhance administrative efficiency and accountability iii. Foster a culture of compliance, quality assurance and ethical governance	i. Percentage of Management staff trained ii. Governance satisfaction rate iii. Stakeholders' level of satisfaction iv. Improvement in effectiveness scores v. Frequency of audit reports vi. Percentage of processes automated vii. Audit compliance rate viii. Frameworks adoption rate across units ix. Percentage of staff adherence to code	- - - 4 - - - - - - -	90% 70% 70% 80% 12 60% 90% 70% 95% 10 95% 10% 10%	Annually	a) Quality Assurance Directorate b) Registry c) Bursary d) Audit e) ICT



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	<ul style="list-style-type: none"> <li>iv. Implement an inclusive governance system</li> <li>v. Develop and implement a functional financial management strategy</li> </ul>	<ul style="list-style-type: none"> <li>x. Number of processes decentralized</li> <li>xi. Budget performance</li> <li>xii. Percentage revenue growth</li> <li>xiii. Percentage increase in donations and endowments</li> </ul>				
<b>Goal 5: Enhancing Human Resource Development and Management</b>	<ul style="list-style-type: none"> <li>i. Develop policy on staff development.</li> <li>ii. Promote effective capacity building and professional development for staff</li> <li>iii. Strengthening career development centre.</li> <li>iv. Strengthen Employee Recruitment,</li> </ul>	<ul style="list-style-type: none"> <li>i. Software utilization rate.</li> <li>ii. Adherence rate.</li> <li>iii. Number of in-house training conducted.</li> <li>iv. Employee satisfaction ratings.</li> <li>v. Number of Safety Training Sessions Conducted</li> </ul>	- - - - - - -	80% 80% 20 60% 70% 10 80% 5		



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	Motivation and Retention v. Enhance Safety and Protection of Lives and Properties.					
<b>Goal 6: ICT driven University in operation and services</b>	i. Expand ICT Infrastructure for Effective Campus Connectivity ii. Implement a Digital Literacy Program for Students and Staff iii. Enhance Infrastructure for Computer-Based Testing (CBT) and E-Learning iv. Promote the Use of ICT Tools in Planning, Administration, and Academic Services	i. Percentage of Internet service availability ii. Percentage of students and staff actively using LMS, digital libraries, and e-learning tools iii. Percentage of ICT staff with professional certifications iv. Percentage of students and staff enrolled in digital literacy programs v. Percentage of participants who successfully complete the program vi. Number of participants earning digital literacy certifications vii. Number of functional CBT workstations available per student	- - - - -	100% 60% 50% 50% 80% 200 1000 99%	Annually	Director ICT



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	v. Establish a University-Wide Digital Repository for Research and Academic Content	iii. Percentage of time the e-learning platform is operational and accessible ix. Percentage of departments/units actively using ICT tools. x. Percentage of administrative processes fully digitized xi. Percentage completion of the digital repository development project xii. Percentage of research and academic content categories included in the repository xiii. Percentage of faculty, staff, and students accessing the repository regularly		80%  50%  100%  70%  50%		
<b>Goal 7: Diversity in the Revenue Base of the University</b>	i. Expand and Strengthen Revenue Generating activities ii. Create New Academic and Professional Programmes	i. Number of businesses identified ii. Number of commercialized business outfits iii. The amount of revenue realized iv. Level of expansion in the revenue base of the university v. Percentage of external revenue	- - N6.5B	40 20 N50B -	Annually	a) VC and Dean FANARM b) VC c) SLUMFB Implementation Committee d) Deans, DAP Bursar, DPPD



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	<ul style="list-style-type: none"> <li>iii. Strengthen Partnership with Alumn</li> <li>iv. Explore and Intensify Existing Partnerships with Funding/Donor Agencies</li> <li>v. Strengthen the SLUK Consult</li> </ul>	<ul style="list-style-type: none"> <li>vi. Number of marketable undergraduate programmes established</li> <li>vii. Number of professional postgraduate programmes mounted</li> <li>viii. Number of students admitted into the Top-up programme</li> <li>ix. Number of students admitted into the Part-Time programme</li> </ul>		<p>13</p> <p>10</p> <p>500</p> <p>2000</p>		e) SPACE
<b>Goal 8: Leadership in Entrepreneurship and Energy Sustainability</b>	<ul style="list-style-type: none"> <li>i. Establish a standard Entrepreneurship Development Centre</li> <li>ii. Strengthen entrepreneurial mindset and venture creation</li> </ul>	<ul style="list-style-type: none"> <li>i. Number of business collaborations</li> <li>ii. Number of viable business opportunities identified</li> <li>ii. Number of startups</li> <li>v. Number of mentorship lectures and programmes conducted</li> <li>v. Percentage Reduction in Energy Costs</li> </ul>	<p>-</p> <p>-</p> <p>-</p>	<p>20</p> <p>100</p> <p>10</p> <p>10</p>	Annually	EDC, DPPD&MS



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	<ul style="list-style-type: none"> <li>mentorship programs</li> <li>iii. Implement Energy-Efficient Building Design and Retrofitting</li> <li>iv. Integrate Efficient Solar Water Systems</li> <li>v. Develop a Zero Waste-to-Energy Initiative</li> <li>vi. Establish a Green Campus Initiative for Long-Term Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>vi. Increase in Water Accessibility</li> <li>ii. Percentage of waste segregated</li> <li>ii. percentage of total building energy consumption supplied by renewable sources</li> <li>x. Percentage of students, staff, and community members participating in SLUK green initiatives project.</li> </ul>	-	50%		
			-	90%		
			-	70%		
			-	50%		
			-	30%		
<b>Goal 9: Sustainable Facilities and Environment</b>	<ul style="list-style-type: none"> <li>i. Develop Functional and Sustainable Buildings and Infrastructure</li> <li>ii. Ensure Excellent Facility Management</li> <li>iii. Promote Periodic</li> </ul>	<ul style="list-style-type: none"> <li>i. Percentage of sustainable buildings</li> <li>ii. Percentage of green technology fittings and fixtures</li> <li>iii. Number of sensitization programmes</li> <li>iv. Number of retainership established</li> </ul>	-	30%	Annually	DPPD&MS
			-	30%		
			-	5		
			-	5		



Goal	Objectives	KPI	BASELINE (Value at 2024)	TARGET (Value at 2029)	FREQUENCY OF REPORTING	RESPONSIBLE
	development and Maintenance of Assets iv. Enhance Environmental Sanitation and Serenity	v. Percentage of the needed facilities and equipment provided vi. Number of shelterbelt, orchards, parks and gardens created vii. Percentage of spaces within academic, residential and administrative areas landscaped	-	60%		
			-	5		
			-	70%		

## CONCLUSION

The Strategic Plan 2025–2029 for Sule Lamido University Kafin Hausa (SLUK), Jigawa State, serves as a visionary blueprint to transform the institution into a hub of academic excellence, innovation, and societal impact, rooted in inclusivity, environmental sustainability, and technological advancement. It underscores the university's commitment to achieving its vision and mission through the implementation of Nine (9) strategic goals and forty-one (41) objectives. These goals provide a comprehensive roadmap to strengthen academic quality, advance research, foster community engagement, and enhance governance, infrastructure, and human resource development. Each goal is meticulously designed to align with the university’s vision of providing a stimulating teaching, learning, and research environment while addressing societal challenges.

The plan highlights key priorities, including excellence in Governance and management, advancing research and innovation, establishing new faculties and expanding academic programs, diversifying the revenue base, adopting ICT- driven operations and services, and promoting leadership in entrepreneurship and green energy sustainability. The plan aligns with SLUK's mission to produce graduates of sound character and innovative



skills, enabling them to improve lives locally and globally. By fostering a technologically advanced environment, the university empowers students and staff with tools for cutting-edge research, innovation, and solutions to pressing societal challenges.

By addressing these strategic goals and objectives, the plan sets SLUK on a trajectory to become a beacon of excellence in teaching, research, and community service. Through collaborative implementation, stakeholder engagement, and a commitment to data-driven decision-making, SLUK will anticipate and adapt to future challenges while fulfilling its mission to serve Jigawa State, Nigeria, and humanity at large. As we look ahead to 2029, we do so with confidence and determination, knowing that this plan lays the foundation for enduring success and continued growth. Together, we will ensure that Sule Lamido University achieves its strategic aspirations and becomes a source of pride for all.



## MEMBERSHIP OF THE STRATEGIC PLAN COMMITTEE

- |       |                              |                                |                       |
|-------|------------------------------|--------------------------------|-----------------------|
| i.    | Dr. Abdulkadir Ahmed Idris   | - University Librarian         | - Chairman            |
| ii.   | Prof. Ahmad Muhammad Tsauni  | - Department of Economics, BUK | -Member               |
| iii.  | Arc. Abdullahi Jindo Muazu   | - Director, DPPD & MS          | - Member              |
| iv.   | Engr. Prof. Nasir Faruk      | - DVC Academics/Director, ICT  | - Member              |
| v.    | Dr. Mustapha Hussaini        | - Dean, FSMS                   | - Member              |
| vi.   | Dr. Abdullahi Haruna Birniwa | - Director, Academic Planning  | - Member              |
| vii.  | Ismail Rabi'u Auta           | - Ag. Head, CGA                | -Member/Secretary     |
| viii. | Sagir Abubakar               | - Faculty Officer, Humanities  | - Assistant Secretary |



**SENATE BUILDING**



**SULE LAMIDO UNIVERSITY  
KAFIN HAUSA**