



UMARU MUSA YAR'ADUA UNIVERSITY

STRATEGIC PLAN

2009 - 2013

EXCECUTIVE SUMMARY

This Strategic Plan document articulates a planning process for Umaru Musa Yar'adua University for a period of five years (2009-2013). 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 endeavors; 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 academic discovery, 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 universities 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 what research is, what it does and those who will undertake it - not only within its own academic community, but also through communications with the wider research community with which the university will collaborate, research that will benefit society, culture and the public interest. The university will pursue research at the highest levels of excellence, raise and promote cultural engagement and science awareness, and release

ideas and technologies which will promote economic growth and contribute towards the development of society.

- Computer and information technology will be integrated into the teaching and administration processes of the university in order to provide its students with the knowledge and skills they need in the Information age and to furnish the university with the tools it will need to function in this era of information technology.
- The University Library, for it supports the core activities of the university in both teaching and research.
- A strong maintenance culture for infrastructure which will support teaching and research and provide a convenient environment for staff and student to work and learn.
- The university also aspires to lay the groundwork for distant learning programmes to increase access to education for people incapable of taking conventional classes.
- Attracting outstanding people across all fields of endeavor, both faculty and staff who will support the university in the pursuit of its goals and objectives.
- Work more closely with the students' union to promote respect for diversity and understanding of the worth and dignity of all students regardless of their 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 meant, instead, as a starting point, given 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 – AN 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 it's academic phasing, which is divided into four years each.

VISION

Umaru Musa Yar'Adua University aspires to be one of the best universities in Nigeria with an established reputation for high quality teaching and research and innovative learning delivery techniques and to be in full harmony with its host community as the formulator of its hopes and aspirations and the promoter of its core cultural and spiritual values.

MISSION

The mission of the Umaru Musa Yar'Adua University is to produce well-grounded, sound, God-fearing and entrepreneurially-minded graduates, equipped with problem-solving and other skills attuned to the demands of the 21st century environment, who can be self-employed, and whose skills and knowledge would accelerate community development in particular and nation building in general.

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 power 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, honorary 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 AND IMPLEMENTATION PLANS

GOAL 1: ACADEMIC EXCELLENCE

Our first priority as a university is to enhance our 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 its 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.

OBJECTIVE 1

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

Strategies

- Enhance capacity for integrated planning across the University so that academic plans and reviews of departments and faculties address issues of curriculum update.
- Future programming and staffing to be based on existing and emerging areas of educational and research strength.
- Make the academic programmes more accessible, responsive, and flexible.

OBJECTIVE 2

Attract, support and retain qualified students and academics.

Strategies

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

- Introduce rigorous screening points for new students to ensure all students registered meet admission requirements.
- Recruit and retain innovative, dedicated and talented teachers and scholars, and other professionals from diverse backgrounds whose work gives them visibility beyond the classroom and who can lead major programme improvement initiatives.
- Provide academic staff with professional development and support in order to improve teaching.

Performance indicators

Our strategies will have been successful if, by 2013 there is

- standardized and enriched curriculum university wide, which meets and surpasses the NUC requirement.
- substantial improvement in students performance in CA's, examinations and practical work, where applicable.
- students on SIWES and teaching practice showcase excellence in their outings.
- an increase in research projects by academic staff.

IMPLEMENTATION PLANS ON GOAL 1:

GOAL 1: ACADEMIC EXCELLENCE

OBJECTIVE 1	STRATEGIES	2009				2010				2011				2012				2013				
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
	Depts. forward proposed curriculum to DAP																					
	Curriculum goes back to Depts. For correction																					
	Depts. Submit proposed curriculum to Senate																					
	Approval / adoption of revised curriculum.																					
	Staffing on areas of research strength.																					
	Make programmes more responsive & flexible.																					
OBJECTIVE 2																						
	Admission of qualified students.																					
	Rigorous screening of new Students.																					
	Recruitment of dedicated academics.																					
	Provision of professional Dev. opportunity to academics.																					

GOAL 2: INNOVATIVE LEARNING DELIVERY TECHNIQUES

The creation of new knowledge and sharing of information are defining features of a university, so the goal of excellence in 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 Umaru Musa Yar'Adua University with commitment in order to be where we want to be, a position of leadership among universities both within the country and beyond.

It is no surprise that the revolution in information technology is changing the very ways in which teaching and learning are conceptualized by enhancing student access, removing obstacles of time or place, and increasing the level of interaction in learning, and providing a skilled academic workforce that will be at the leading edge of using technologies to the education process.

This strategy will therefore focus in particular on the design, development, and application of information technology in support of teaching, learning and research.

OBJECTIVE 1

Solid foundation of IT infrastructure.

Strategies

- Build a campus wide Area Network with free access to staff and students.
- Maintenance of IT infrastructure.

OBJECTIVE 2

Access to net-work resources.

Strategies

- Provide staff and students with high-speed campus wide access to network

- Develop and implement technologies (e.g., mass storage, metadata) that will allow students and staff to store, search for, and easily retrieve information using the network.

OBJECTIVE 3

Teaching and Learning.

Strategies

- Deployment of electronic learning management system (eLMS) at the University library, Faculties and Departments with the following interfaces,

I. Student - Learn
 Share/blog
 Upload
 Download
 Conference/discussion

II. Instructor - Assessment
 Teach
 Conference
 Share/blog

- Increase sitting capacity, computers and subscriptions for books and journals at the e-section of the University Library.

OBJECTIVE 4

IT training

Strategies

- Design full instructor programme for Academic Staff.
- Design a programme (in phases) that will provide each and every student the basic knowledge of computing.

Performance indicators

Our strategies will have been successful if, by 2013

- staff and students possess' basic knowledge in computing.
- utilization of e-facilities by both students and academics in the process of learning, teaching and research.

IMPLEMENTATION PLANS ON GOAL 2:

GOAL 2: INNOVATIVE LEARNING DELIVERY TECHNIQUES

OBJECTIVE 1	STRATEGIES	2009				2010				2011				2012				2013				
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
OBJECTIVE 1	Expansion of Campus Wide Area Network (Buildings).																					
	.Students' Centre.																					
	.Students' Hostels.																					
	.DPP&D.																					
	.Staff Residence.																					
	.Faculty of Mgt Sciences.																					
	.Centre for Renewable Energy.																					
OBJECTIVE 2	Access to network resources.																					
OBJECTIVE 2	.Data																					
	.Voice																					
	.Mail																					
	.Web																					
	.e-resources																					
OBJECTIVE 3	Student Information System (portal).																					
OBJECTIVE 3	.System Development.																					
	.Training and equipping of core staff.																					
	.System implementation on intranet and full migration.																					
	.On-line deployment for web access.																					
OBJECTIVE 4	e-LMS.																					
OBJECTIVE 4	.Establish& equip staff learning Resource & Dev. Centre																					
	.Training of core staff on content creation & Resource Dev.																					
	.Training of all academic staff.																					
	.Establish on-line learning resource lab @ Faculty of Education.																					
	.Deployment of e-LMS.																					

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, PhDs and research 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 the reputation of a research university of international standing.

Strategies

- Establishment of a research unit.
- Deployment of e-facilities for the purpose of research.
- Increase expenditure on research oriented library holdings.
- Implement quality assurance reporting on research performance.
- Develop an area of research strength encompassing in Humanities, Social Sciences, Health Sciences, Natural and Applied Science and Education.

- Develop a strategic approach to research infrastructure for emerging areas of research.
- Target key researchers with established track records for development of collaborative research projects.
- Promote international links through participation in international conferences.
- Maintenance of major items of research infrastructure.
- Provide incentives to research active staff.
- Constantly review funding allocations for research and research training.

OBJECTIVE 2

Promote engagement with local communities and industry.

Strategies

- Identify community needs through consultancy activity.
- Support research contributing to regional and rural communities needs.
- Collaborate with NGOs that are interested in grass root development projects.

OBJECTIVE 3

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

Strategies

- Establish linkages with other research institutes
- Establish linkages with industries.
- Develop collaborative research with industries
- Develop linkages with State and Federal Government departments.
- Establish a commercial arm in the Research Unit 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

- Develop awareness among the university staff for the need of a strong research culture.
- Introduce and maintain staff training programs in research management including grant writing, project and time management.
- Sustain a thriving postgraduate research culture.
- Implement quality assurance reporting on research performance.
- Recognize research active staff through incentives.

OBJECTIVE 5

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

Strategies

- Establish linkages with Universities, national and international research institutions around the world.
- Promote and maintain international links through participation in international conferences.

Performance indicators

Our strategies will have been successful if, by 2013

- a fully functional research unit is established.
- there is a general increase in research activity.
- research projects that will attract attention to UMYU have been carried out.
- some collaborative research projects with other researchers, Government agencies, NGO's or research institutes have taken place
- many institutions have utilized the research infrastructure on ground.

IMPLEMENTATION PLANS ON GOAL 3:

GOAL 3: STRONG RESEARCH AND RESEARCH TRAINING CULTURE

OBJECTIVE 1	STRATEGIES	2009				2010				2011				2012				2013						
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			
OBJECTIVE 1	Establishment of a research unit.																							
	Deployment of e-facilities for research.																							
	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.																							
	Maintenance of research infrastructure.																							
	Provision of incentives to research active staff.																							
	Review of funding allocation for research.																							
OBJECTIVE 2																								
OBJECTIVE 2	Identifying community needs through consultancy.																							
	Research projects supporting regional & rural community.																							
OBJECTIVE 3																								
OBJECTIVE 3	Establishment of research linkages.																							
	Establishment of commercial arm in the research unit																							
OBJECTIVE 4																								
OBJECTIVE 4	Development of research awareness among staff																							
	Introduction of staff training in research mgt. sustenance of a postgraduate research culture.																							
	Quality assurance reporting on research performance																							
OBJECTIVE 5																								
	Maintenance of links through participation in International conference.																							

GOAL 4: STRENGTHENED LIBRARY AND INFORMATION SERVICES

The University Library through its collection and services supports the core activities of the university in both teaching and research. It will play a monumental role in our bid for a strong research culture. As knowledge grows, the challenges for the contemporary library in providing access to information also grow. We will provide state of the art systems that will support the library as a provider of access to information.

OBJECTIVE 1

To develop a Library and an Information system that supports our research culture and serve the developing Information needs of students and researchers.

Strategies

- Increase Library Holdings of each department
- Full utilization of the faculty Libraries.
- Full participation in national and international Library consortia.
- Increase the acquisition of key journals relevant to the university's programmes.

OBJECTIVE 2

To develop a state of the art Information Technology infrastructure.

Strategies

- Deployment of Library Management Software.
- Increase the sitting capacity and computers in the e-section of the Library.
- Increase e-subscription to different sites.
- Train Library Staff to meet the challenges of ICT.

Performance indicators

Our strategies will have been successful if, by 2013

- all faculty libraries have become functional.
- all programmes are adequately represented by library holdings.
- there is an extension in the e-section of the Library with an increase in subscription to relevant sites.
- the University increases its subscription for both local and international journals

GOAL 5: DISTANT LEARNING CAPABILITY

Distant learning and its relationship to emerging computer technologies have together offered many promises to the field of education. It has for instance proved to be beneficial in fueling the public's need for lifelong learning by providing easy access to education. Educational institutions are looking at distant learning as a means to increase student access, attract students from outside traditional service areas, and to expand continuing or professional education initiatives.

Because distance learning is less expensive to support and is not constrained by geographic considerations, it offers opportunities in situations where traditional education has difficulty operating. Students with scheduling or distance problems can benefit, as can employees, because it can be more flexible in terms of time and can be delivered virtually anywhere.

Although Umaru Musa Yar'Adua University does not have the capability to take on distant learning now, it has recognized its potential as a medium to increase access to people who want to be educated but are incapable of taking conventional classes. The University will also exploit other distant learning benefits like areas where class size increases while the overhead and physical facilities on ground remain the same.

OBJECTIVE 1

Capacity building

Strategies

- Recruit, train, support, and recognize a faculty enabled to effectively design, develop and deliver distance learning courses and programs in collaboration with instructional development teams (ICT).
- Steadily build up distant learning technology infrastructure (Voice-centered technology, video technology, and Computer-centered technology delivered over the Internet).

Performance indicators

Our strategies will have been successful if, by 2013

- faculty and staff experienced in distant learning delivery are employed.
- infrastructure (physical facilities, technologies and equipment) is put in place for the successful take off when the time is right.

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

- 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 there-in conform to the original master plan of the University.

OBJECTIVE 2

Develop a culture of maintenance.

Strategies

- Implement an infrastructure renewal strategy to improve the amenity and functionality of existing infrastructure.

- The Department of Physical Planning and Development should respond to faults in infrastructure promptly, so as to prevent escalation of problems.
- The university community, especially students to be oriented on the need to maintain buildings, equipment and furniture for the benefit of future generations.

Performance indicators

Our strategies will have been successful if, by 2013

- all buildings are properly maintained
- all amenities (electricity and water supply) are sufficiently provided on campus.
- our environment is appealing to the eye, and staff and students work and learn in a conducive atmosphere.

GOAL 7: FULFILING STUDENT LIFE

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.

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.

OBJECTIVE 1

Excellent academic experience

Strategies

- Provide effective, timely and accessible academic guidance to all students via departmental level coordinators.
- Encourage faculty to be approachable and available to students.
- Provide a range of seminars and workshops for students on enhancing academic skills.
- Support distribution of course syllabi in all courses to all students at the beginning of each semester.
- Promote and provide necessary orientation and professional development for faculty.

OBJECTIVE 2

Students' intellectual, ethical, social and cultural development

Strategies

- Continue to deliver a comprehensive, coordinated, and interactive orientation program for new students involving all key components of the university community.
- Provide a comprehensive handbook covering all aspects of campus life.
- Develop counseling services for student that include career counseling
- Ensure students are provided healthy, affordable, and high-quality food services within the campus environment.
- Orient students with the importance of developing entrepreneurial skills in order to be self reliant.
- Provide a wide range of extra-curricular activities (sports in particular), which address the diverse needs of the University community.

OBJECTIVE 3

Students' safety.

Strategies

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

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

Performance indicators

Our strategies will have been successful if, by 2013

- all students, irrespective of religion, culture and economic status live, learn and interact with one another in peace and harmony.
- all members of the University (students, the academics and staff) coexist as one community.
- there is positive response from Parents/Guardians, employers and the community at large about the kind of behaviour exhibited by our students

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

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

OBJECTIVE 2

Encourage community participation.

Strategy

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

Performance indicators

Our strategies will have been successful if, by 2013

- we make positive contributions to the community we live in through developmental projects.
- cordial relationship exists between leaders of the community and the university Management.
- the University participates in community activities and vice-versa.

GOAL 9: DEVELOPMENT OF A STRONG ALUMNI

Alumni play a significant role in defining and shaping a university. In recognition of that, Umaru Musa Yar'Adua University has acknowledged the need to develop its alumni, with the goal of connecting students with their alma mater, recognizing the contributions of graduates to industry and the wider community, and encourage alumni to support the university in various ways. Universities, which include their Alumni in scientific research and further training as well as in cultural and social activities, can use their experience potential, in order to give new impulses regarding the improvement of research, teaching and University culture.

As the university is about to graduate its first set of students, now is the time to introduce the students to the idea of forming a strong Alumni which would aim at fostering lifelong relationships with the university, promoting a spirit of cooperation and preserving the university's values, traditions and heritage.

OBJECTIVE 1

Involvement of alumni in the life of the University.

Strategies

- Establish and strengthen the relationship between the alumni and the university staff, the academics and students through scheduled events and programmes.
- Provide opportunities for career development through lifelong learning (postgraduate studies, short courses), access to mentoring programmes and employment opportunities.
- Establish programmes to ensure a viable working relationship between alumni and the Student Union Government.
- Encourage alumni to actively support student programmes and make meaningful contributions to their lives on campus.

OBJECTIVE 2

Promote the reputation of the University through it's alumni.

Strategies

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

OBJECTIVE 3

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

Strategies

- Provide information on alumni leadership and activities on the university website.
- 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 2013

- a strong alumni is formed.
- the university begins to feel the positive impact of the alumni.
- alumni participate in community development projects that will portray a positive image of the University.

GOAL 10: HIGHLY SKILLED ACADEMICS AND STAFF

A first class university is built on people with first class skills. Our approach to staffing (recruitment, retention and development) is crucial to the university's future success. UMYU has since inception 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 our students but also in our staff and provide staff with the training, technology and systems to support them in their roles.

To attract and retain the best, the University competes in the marketplace with respect to and support for research and other scholarly activity.

OBJECTIVE 1

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

Strategies

- Market UMYU, both within and outside the state as the employer of choice for staff dedicated to the highest standard of service.
- Improve the recruitment of high quality staff and align recruitment to the core function priorities of the university.
- Provide competitive benefits to all university employees.
- Develop, pursuant to appropriate consultation, human resources policy in such key areas as workload/overtime, and apply such policies consistently across all departments
- Develop a strong service culture across all levels of the institution.
- Place a high priority on the principles and practices of equity in all areas of staff policy and management.
- Develop and implement systems to identify and reward high performing staff.

OBJECTIVE 2

Support the academics and staff professional development.

Strategies

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

Performance indicators

Our strategies will have been successful if, by 2013

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

GOAL 11: 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, and to nurture and support new research talent, which are all critical to the continuing development of Umaru Musa Yar'Adua University.

Lucrative ways institutions generate funds is investment in the capital 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 over 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

- Establish Umaru Musa Yar'Adua University foundation.
- Commercialize research infrastructure to other Universities and research institutes.
- Establish a commercial unit in the ICT department to run business centres both within and outside the university environment.
- Enter into partnership with private individuals for the establishment of a university press.
- Establish a university bookshop that will make available for sale, stationery with the university monogram to staff and students.

OBJECTIVE 2

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

Strategies

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

Performance indicators

Our strategies will have been successful if, by 2013

- commercial units in the ICT and Research departments are established.
- there is an increase in revenue generating activities by the university.
- there is a substantial increase in internally generated revenue.

STRATEGY REVIEW

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 periodic review and monitoring of the strategic plan will be set to ensure the University is on the right track.

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 as well our ambitious aspiration, eleven key goals we believe we must meet 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.