STRATEGIC PLAN
2019 - 2023

USUMANU DANFODIYO UNIVERSITY

Published by:
Strategic Planning Unit
Office of the Vice Chancellor

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FOREWORD

This Strategic Plan, which covers the five (5)-year period from 2019 to 2023, represents the Usmanu Danfodiyo University's third attempt at projecting it's growth trajectory for the coming years. Notwithstanding the financial and other resource constraints experienced thus far, there is no gainsaying the fact that, within the last twelve years, the University has recorded giant strides in physical infrastructure and academic programmes development. These milestones in the progress of the University are complemented by equally significant achievements attained in other important spheres, which include administrative/technical support services, staff development, staff and students' welfare, relations with the surrounding communities, among others.

This Plan is therefore designed with a view to consolidating on the above achievements and improving upon them both in terms of scope and effectiveness. In particular, greater emphasis is placed on the use of Information Communication Technology (ICT) in teaching and research, as well as University management processes in line with global best practices. More attention is also given to opportunities in the area of Internally Generated Revenue (IGR) in order to reduce reliance on, as well as supplement Government subventions and grants.

As has been the case with previous Strategic Plans of the University, this current Plan, together with the implementation and evaluation strategies that will be designed for the purpose of achieving its objectives, was prepared within the framework of the Laws and Statutes of the University, as well as the Sustainable Development Goals of the Federal Republic of Nigeria.

I wish to commend members of the Strategic Planning Committee of the University for their efforts in making this Plan a reality. I wish to also express, on behalf of the University, our immense gratitude to the Centre for Management Development, under the able and exemplary leadership of its former Director General, Dr. K. K. Usman, for coming to our assistance in the successful completion of this exercise and in giving this document its unique professional touch and look.

Signed

Professor A. A. Zuru

Vice Chancellor

PREFACE

Much like the previous Plan (2011-2015), this Strategic Plan (2019-2023) also comprises seven chapters, aside from the Executive Summary and the Conclusion. It also contains eleven thematic goals like the previous one. However, it is richer in content and detail, thanks to the valuable assistance and contribution of staff from the Centre for Management Development (the agency of the Federal Government of Nigeria charged with management consultancy and training). Hence, there are now sections in the document on mandate and core values, organizational chart of the University, stakeholders, funding structure, performance review of the previous (2019-2023) Strategic Plan, etc. The chapter on Monitoring and Evaluation has also been expanded to suggest the setting up of a Monitoring and Evaluation team as well as the conduct of annual and mid-term reviews of the Plan in order to ensure compliance as well as effect necessary adjustments from time to time.

In his foreword to this document, the Vice Chancellor has referred to the giant strides made by the University, within the past decade or so, in both physical infrastructure and academic programmes development. The reader will therefore observe that this whole document is interspersed with various pictures or photographs depicting the University's progressive march to greatness.

On the whole, this (2018-2022) Strategic Plan is designed to produce a much greater impact on the University's existence and development as, unlike the previous Strategic Plans, adequate mechanisms, such as the setting up of a Monitoring and Evaluation team among others, have been incorporated to ensure that it is not consigned, as decoration only, to the bookshelves in Management, Faculty and Departmental offices. Rather, it will serve as a practical guide and reference for all stakeholders involved in the realization of the mandate of UDUS.

Signed

Abubakar S. Usman

(Chairman, University Strategic Planning Committee)

MEMBERSHIP OF THE STRATEGIC PLANNING COMMITTEE

1. Mallam Abubakar S. Usman   Director, Strategic Planning &
                                General Services   Chairman

2. Professor M. I. Sa'id   DVC (Admin) & Coordinator
                                Central Admin. Complex   Member

3. Mallam S. A. Batagarawa   Bursar   Member

4. Professor M. U. Tambuwal   Coordinator, Arts & Humanities
                                Complex   Member

5. Professor M. A. Gusau   Coordinator, Science & Agric.
                             Complex   Member

6. Professor A. A. Magaji   Coordinator, City Campus
                                Complex   Member
7. Professor M. M. Maishanu   Vice Chancellor's Nominee   Member

8. Eng. H. S. Zwal   Director, Physical Planning
                            & Development   Member

9. Professor A. U. Junaidu   Director, Development Office   Member

10. Professor S. W. Hassan   Director of Academic Planning   Member

11. Mallam A. I. Chafe   Director, Management Info.
                                System   Member

12. Mallam J. K. Gwadabe   Assistant Registrar, Strategic
                                Planning & General Services   Secretary

CERTIFICATION

(The certification from the Centre for Management Development {CMD} will be inserted here).

TABLE OF CONTENTS

EXECUTIVE SUMMARY

This document represents the third in the five (5)-year strategic planning exercises undertaken by the University beginning from 2006. Like the previous two exercises, it attempts to outline a coordinated set of strategies geared towards the development of Usmanu Danfodiyo University within a five-year period, in this case 2019-2023. As a unified guide for the development of the University for the next five years, the content of the document is a product of wide consultations, by the Strategic Planning Committee, across the various organs, sections and units of the institution. The ultimate objective, of course, is achieving the most efficient utilization of human and material resources in the realization of the University's mission and vision.

The vision and mission of the University are aimed at producing a model institution of higher learning organized to develop the human mind to be creative, innovative, research oriented, knowledgeable in entrepreneurship and geared towards the actualization of the University's traditional role of scholarship and service to the society. In line with the United Nation's Sustainable Development Goals and Nigeria's developmental policy aspirations, the document identifies the strengths of the University to include high quality personnel, highly conducive and purposeful nature of the University environment, peaceful community, available campus wide internet connectivity, a variety of well established and fully accredited programmes, diversity of staff and students, and availability of support services such as health, sports, banking, schools (Primary, Secondary and the School of Matriculation Studies) among others. Conversely, some of the most prominent challenges facing the University are: inadequate funding resulting in insufficient infrastructure, insufficient accommodation for students, high student-staff ratio, epileptic electric power and water supplies, and porous nature of the Main Campus which represents a heavy burden on the institution's security apparatus.

The goals and objectives of the University were, therefore, formulated bearing in mind the aforementioned strengths and challenges. These goals and objectives are aimed at providing the necessary infrastructure for promoting academic excellence, upgrading and sustaining the University Library, promotion of research and publication activities. Other goals include promotion of excellence in science and technology, upgrading information and communications technology, establishing a strong and efficient administration, improving staff training, development and capacity building, strengthening and diversifying the revenue base of the University ,developing new orientation among students for enhancing their moral standards, stimulating creative values and entrepreneurial capacities, and promoting gender mainstreaming in line with the University's guiding principle of long-term investment in educating people. The plan identifies the peculiar strengths and challenges of each broad goal and objective and then recommends specific action plans for each specific objective derived from the main strategic goal.

On the specific objective of providing the necessary infrastructure for the promotion of academic activities, the plan proposes adequate provision of lecture halls and classrooms, befitting office accommodation to all staff, construction of a permanent Senate/Administrative building, modern sporting and recreational facilities, hostel accommodation to at least 30 percent of the total student population, etc.

In order to ensure adequate provision of relevant journals, textbooks, and information materials for efficient library services, the plan has itemized major issues that the University will tackle to achieve this objective. These include, among others, upgrading the ICT facilities to fully automate and digitize the library and build a rich print and online resource collection. Research and publications activities of the University are to be promoted through strengthening the research capacity of the University, improving research funding, and strengthening the specialized research centres in the University.

The promotion of excellence in science and technology is to be achieved in the plan through the expansion of science-based academic programmes, encouraging research, innovation and creativity in science and technology.

Academic institutions the world over are now under increasing pressure to use new information and communication technologies (I.C.T) in the dissemination of knowledge to students. The plan envisages the provision of access to information and communication technologies in all locations within the University, and enhancing the capacity of each member of the academic community on the necessary skills to operate, use and manage the IT facilities through training and development programmes. To achieve this objective, the University will systematically increase its bandwidth and also provide campus-wide voice and video conferencing facilities.

 The University is a complex organization, requiring strong and vibrant administrative and support services. In order to achieve this important strategic objective, the plan aims to improve the administrative performance of the various departments and units of the University as well as enhance workers commitment to work. Staff training and development is another important area needed for building a strong academic environment. Thus, the plan envisages improving the quality and effectiveness of all University personnel, providing adequate incentives that will not only attract but also serve to retain well motivated and highly skilled members of staff.

The plan also envisages broadening and deepening the sources of internally generated revenue and the optimization and efficient utilization of available funds of the University. In this regard, the plan calls for the reorganization of all the existing income generating units.

On the issue of improving good character traits among students, the plan identifies certain specific areas to be tackled by the University. These include creating the necessary atmosphere for desirable behavior changes, provision of appropriate platforms for solving students problems, continued vigilance to ensure the non-emergence of cultism, eradication

of examination misconduct as well as preventing and controlling the spread of HIV/AIDS, malaria and tuberculosis in the University.

In an effort to develop the students' entrepreneurial skills for a creative and self reliant future, the plan envisages the creation of an enabling environment that will assist students to develop the spirit of inquiry and independence, and orient them on the importance of acquiring entrepreneurial skills. It will, among other things, collaborate with industry and organized private sector for the students' work-study programmes with a view to broadening their outlook for self employment. The idea is to make students see themselves as potential employers of labour.

Promotion of gender mainstreaming is one important strategic objective of Usmanu Danfodiyo University. To this end, the institution aims to improve women's self esteem, emotional maturity and moral uprightness in their role as partners in achieving academic excellence. Thus the plan envisages establishing a centre for gender studies in the University within the plan period as well as taking affirmative actions by empowering women for greater responsibility in line with the Sustainable Development Goals.

CHAPTER ONE

INTRODUCTION

1.1 Background information on the University

The Usmanu Danfodiyo University, Sokoto (formally University of Sokoto until the change of name in 1988) was one of the four second generation universities established in 1975 by the Federal Government of Nigeria. At that time, three University Colleges were also established; which later became full-fledged universities. These seven universities became variously and popularly known as 'the seven sisters' or 'the Second Generation Universities'. They are: The University of Sokoto (renamed in 1988 as Usmanu Danfodiyo University Sokoto); the University of Maiduguri; the University of Port Harcourt; Bayero University, Kano; University of Calabar; University of Jos; and University of Ilorin.

Soon after the appointment, in 1975, of the Vice Chancellor, Dr. S.A.S. Galadanci he started in earnest, to plan the objectives, mission, academic policies, programmes and curricula of the University. Meetings were held between the University and the host community, together with the National Universities Commissions (NUC) and the Academic Planning Group with a view to identifying those elements which would make the University most relevant to the needs of its environment. Memoranda were received from renowned scholars from within and outside Sokoto. Among the prominent people who submitted memoranda and participated in discussions was Late Alhaji Shehu Usman Aliyu Shagari (who later became the first Executive President of the Federal Republic of Nigeria). In his memorandum, he pleaded for the relevance of the University to the culture and aspirations of the community in which it was to be sited. The University eventually received its enabling laws from the Federal Government in 1979, having operated for the first three years under a Provisional Council.

The Usmanu Danfodiyo University is unique in the sense that, of all the Second Generation Universities, it is the only one that started from scratch. In fact, by the time the pioneer Vice Chancellor was appointed, the "University" was no more than a concept or an idea. This was in contrast to the other six "Sisters" which had been colleges of older Universities or had inherited physical structures from where they could start to operate. The task before the initial managers of the University was therefore not only challenging but daunting. Fortunately, with the good rapport established by the then Vice Chancellor with the State Government, the former secretariat complex of the then Sokoto State was placed at his disposal to serve as the Temporary Site of the University, now referred to as the City Campus. With the provision of some additional facilities, the site was ready for the enrolment, in October, 1977, of the first batch of 93 students to read for undergraduate courses in Arts, Education, Sciences, and Social Sciences. At the same time, 102 students also enrolled into the pre-degree programme.

While teaching and research were going on at the City Campus, plans were on to develop the Main Campus, an expanse of land covering an area of over 5,600 hectares and located some

12 kilometers to the north of the city of Sokoto. By 1982, when movement to the Main Campus began, a two-bridge 8-kilometre access road, the Faculty of Science, the Faculty of Arts and Islamic Studies, the Cafeteria, Student Halls of Residence, Junior and Senior Staff Quarters, Convocation Theatre and the Auditorium had been completed. These original structures were built in line with the original master plan of the University, which was subsequently set aside due to shortage of funds. This state of affairs continued through the first decade of the current millennium. At present, however, apart from the original structures built for the Faculties of Science and Arts and Islamic Studies, the Faculties of Education and Extension Services, Law, Management Sciences, Social Sciences, Pharmaceutical Sciences, and the College of Health Sciences all have their permanent structures in place. Meanwhile, additional offices for the Registry, Bursary and Estate and Municipal Services Departments have been completed, while the University Health Centre had moved to its site since November, 2014. The main University Library was also completed and has been occupied since 2010.

Furthermore, the University has, within a span of half a decade, been able to complete the following projects:
> (i) Centre for Advanced Medical Research and Training
> (ii) Centre for Entrepreneurship Development
> (iii) Centre for Urology
> (iv Faculty of Arts and Islamic Studies Annex
> (v) Prometric Centre
> (vi)Central Teaching Laboratory
> (vii)Three Female Students Hostels
> (viii) Central Research Laboratory at the main Campus
> (ix) University Publications Centre;
> (iix) Faculty of Agriculture

while the following projects are undergoing finishing touches:
> (i) Faculty of Engineering
> (ii) Faculty of Law Lecture Theatre
> (iii) Faculty of Science Annex; and
> (vi) Faculty of Veterinary Medicine.

In spite of the rather slow physical development over the last forty years, the University has witnessed a geometric rise in student population which rose from 93 in 1977 to over 25,000 (comprising Undergraduates and Postgraduate) in 2019. On the other hand, staff strength (Academic, Administrative and Technical) rose sluggishly from 48 in 1977 to over 3,000 in 2019. This situation, whereby physical and staff development has not kept up with students enrolment, has been largely due to shortage of funds. There is therefore need for more investment in this direction if the University is to continue to provide qualitative education and manpower to its catchment-area states and the nation. Despite the difficulties, however, the University has recorded significant achievements across the various spheres of its operation, as will be seen in subsequent chapters of this document.

Since the 1990/91 Session, the University has been operating the Complexes system whereby a number of Faculties and/or Departments/Units are grouped into what has come to be known as Complexes for administrative convenience and to foster policy implementation. The present Academic and Administrative Complexes and the Faculties/Departments under them are listed below. University Research Centres and Academic Support Units are also listed, for some of them are not under the Complexes:

1.2 Arts and Humanities Complex

1.2.1 Faculty of Arts and Islamic Studies

(a) Department of Arabic
(b) Department of History
(c) Department of Islamic Studies

(d) Department of Modern European Languages and Linguistics

    i) English Unit
    ii) French Unit
    ii) Linguistics Unit

(e) Department of Nigerian Languages

1.2.2 Faculty of Education and Extension Services

(a) Department of Adult Education and Extension Services
(b) Department of Curriculum Studies and Educational Technology
(c) Department of Education Foundations
(d) Department of Science and Vocational Education

1.2.3 Faculty of Law

(a) Department of Islamic Law
(b) Department of Private and Business Law
(c) Department of Public Law and Jurisprudence

1.2.4 Faculty of Management Sciences

(a) Department of Accounting
(b) Department of Business Administration
(c) Department of Public Administration

1.2.5 Faculty of Social Sciences

(a) Department of Economics
(b) Department of Geography
(c) Department of Political Science
(d) Department of Sociology

1.3 Science and Agriculture Complex

1.3.1 Faculty of Agriculture

(a) Department of Agricultural Economics
(b) Department of Agricultural Extension and Rural Development
(c) Department of Animal Science
(d) Department of Crop Science
(e)Department of Forestry and Environment
(f) Department of Fisheries and Aquaculture
(g) Department of Soil Science and Agricultural Engineering

1.3.2 <u>Faculty of Science</u>

(a) Department of Biochemistry
(b) Department of Biological Sciences

> *i) Biology Unit*
> *ii) Botany Unit*
> *iii) Zoology Unit*

(c) Department of Geology
(d)Department of Mathematics

> *(i) Mathematics Unit*
> *(ii) Computer Science Unit*
> *(iii) Statistics Unit*

(e) Department of Pure and Applied Chemistry

> *i) Pure Chemistry Unit*
>
> *ii) Applied Chemistry Unit*

(f) Department of Microbiology
(g) Department of Physics

1.4 City Campus Complex

1.4.1 <u>College of Health Sciences</u>

1.4.1A <u>Faculty of Basic Medical Sciences</u>

(a) Department of Anatomy
(b) Department of Chemical Pathology and Immunology
(c) Department of Hematology and Blood Transfusion
(d) Department of Medical Biochemistry
(e) Department of Microbiology and Parasitology
(f) Department of Morbid Anatomy and Forensic Medicine
(g) Department of Pharmacology and Therapeutics
(h) Department of Physiology

1.4.1B <u>Faculty of Clinical Medical Sciences</u>

(a) Department of Community Medicine
(b) Department of Medicine
(c) Department of Nursing Sciences
(d) Department of Obstetrics and Gynecology
(e) Department of Pediatrics
(f) Department of Psychiatry
(g) Department of Radiography
(h) Department of Radiology
(i) Department of Surgery

1.4.1 <u>School of Medical Laboratory Sciences</u>

(a) Department of Chemical Pathology
(b) Department of Hematology
(c) Department of Histopathology

(d) Department of Immunology
(e) Department of Medical Microbiology

1.4.2 <u>Faculty of Pharmaceutical Sciences</u>

(a) Department of Clinical Pharmacy and Pharmacy Practice

(b) Department of Pharmaceutical and Medicinal Chemistry
(c) Department of Pharmaceutics and Pharmaceutical Microbiology
(d) Department of Pharmacognosy and Ethno-Pharmacy
(e) Department of Pharmacology and Toxicology

1.4.3 <u>Faculty of Veterinary Medicine</u>

a) Department of Veterinary Anatomy
b) Department of Veterinary Medicine
c) Department of Veterinary Microbiology
d) Department of Veterinary Parasitology and Entomology
e) Department of Veterinary Pathology
f) Department of Veterinary Pharmacology and Toxicology
g) Department of Veterinary Physiology and Biochemistry
h) Department of Veterinary Public Health and Preventive Medicine
i) Department of Veterinary Surgery and Radiology

j) Department of Theriogenology and Animal Production

1.5 Central Administration Complex

1.5.1   Office of the Vice-Chancellor
1.5.2   Registry Department
1.5.3   Bursary Department
1.5.4   Directorate of Examination and Registration
1.5.5   Department of Physical Planning and Development
1.5.6   Department of Estate and Municipal Services
1.5.7   Department of Health Services
1.5.8   Students Affairs Division
1.5.9   Division of General Studies
1.5.10   Directorate of Academic Planning
1.5.11   Directorate of Strategic Planning and General Services
1.4.12   Internal Audit Unit
1.5.13   Security Division
1.5.14   Public Relations Unit
1.5.15   University Lodges Unit
1.5.16   Postgraduate School
1.5.17   Development Office

1.6 Research Centers

1.6.1   Sokoto Energy Research Centre (SERC)
1.6.2   Centre for Islamic Studies (CIS)
1.6.3   *Cibiyar Nazarin Hausa* (Centre for Hausa Studies)
1.6.4   Centre for Energy and Environment (CEE)
1.6.5   Centre for Peace Studies
1.6.6   Centre for Agricultural and Pastoral Research (CAPAR)
1.6.7   Centre for Entrepreneuship Development
1.6.8   Centre for Advanced Medical Research and Training
1.6.9   Central Research Laboratories
1.6.10   Ladan Centre - name 2 be verify . LADAN Centre

1.7 Academic Support Units

1.7.1   The University Library
1.7.2   Usmanu Danfodiyo University Teaching Hospital (UDUTH)
1.7.3   Usmanu Danfodiyo University Veterinary Teaching Hospital (VTH)
1.7.4   School of Matriculation Studies
1.7.5   Students Industrial Work Experience Scheme (SIWES)
1.7.6   Management Information System (M.I.S) Unit
1.7.7   Usmanu Danfodiyo University Network (UDUNet)

1.7.8   Teaching and Research Farms and Dabagi Farm

1.7.9   Audio Visual Unit

1.710   Language Laboratory

1.7.11   Equipment Maintenance and Development (EMD) Unit

1.7.12   Information Communication Technology (ICT) Unit

1.8   Professorial Chairs

1.8.1   Chair in Petroleum Chemistry endowed by Petroleum Technology Trust Fund (PTDF)

1.8.2   Chair in Veterinary Medicine endowed by First Bank of Nigeria, PLC

1.8.3   Chair in Leadership and Good Governance endowed by Senator Ben Obi. Professors have already been appointed for them.

1.8.4   Chair in Taxation by the Federal Inland Revenue Service.

1.9   University Ventures

1.9.1 Usmanu Danfodiyo University Consultancy Services (UDUCONS)

1.9.2 University Guest Inn Ltd.

1.9.3 University Press Ltd.

1.9.4 University Auditorium

1.9.5 University Recreation Centre

1.10   Key Stake Holders

These are persons or groups with direct and/or indirect interests, involvement or investment in something. For the purpose of Usmanu Danfodiyo University, Sokoto 2019- 2023 Strategic Plan, the key stakeholders are as follows:

i.   **Federal Government of Nigeria** – The direct financier and controller of the University through its programmes and policies.

ii.   **Federal Government Agencies**: The agencies that ensure implementation of policies of the government. National Universities Commission for example, that ensures quality assurances, programme update and the Joint Admissions and Matriculation Board (JAMB) that ensures transparency and fairness in admissions, etc.

iii.   **Students**: Direct beneficiaries of the University services of teaching, research and community service.

iv.   **Academic staff:** Members of academic staff are vital agents in ensuring the quality of teaching and learning delivered to students. They are central to the teaching and learning experience of students.

v.   **Administrative and other non-teaching staff**: They have direct interest and involvement in the University and are therefore key stakeholders.

vi.   **General Public**: They are the financiers of the University through tax payment and levies, employers and consumers of the University products (i.e. graduates).

vii. **Host Communities (local communities)**: they bear direct and indirect benefits derive from the services rendered by the University. One of the roles of University functions includes **community service** through Corporate Social Responsibility (CSR).

viii. **Trade Unions**: The trade unions provide support for the University governance and contribute immensely in matters involving the welfare of their members and therefore are key stakeholders. In the case of UDUS, the following unions are stakeholders: ASUU, SSANU, NAAT and NASU.

ix. **Alumni**: These are the products of the University and always look forward to happenings, progress and development of their Alma Mater. They are direct beneficiaries of the University services and keep in touch with how the University carries out its functions of teaching, research and community service.

1.11 FUNDING STRUCTURE

1) Capital Funds
2) TETFund
    I) Normal Intervention
    II) Special Intervention
3)Presidential Intervention
4) Needs Assessment
5) Endowment
6) Internally Generated Revenue (IGR)
7) Research Grants/ Funds

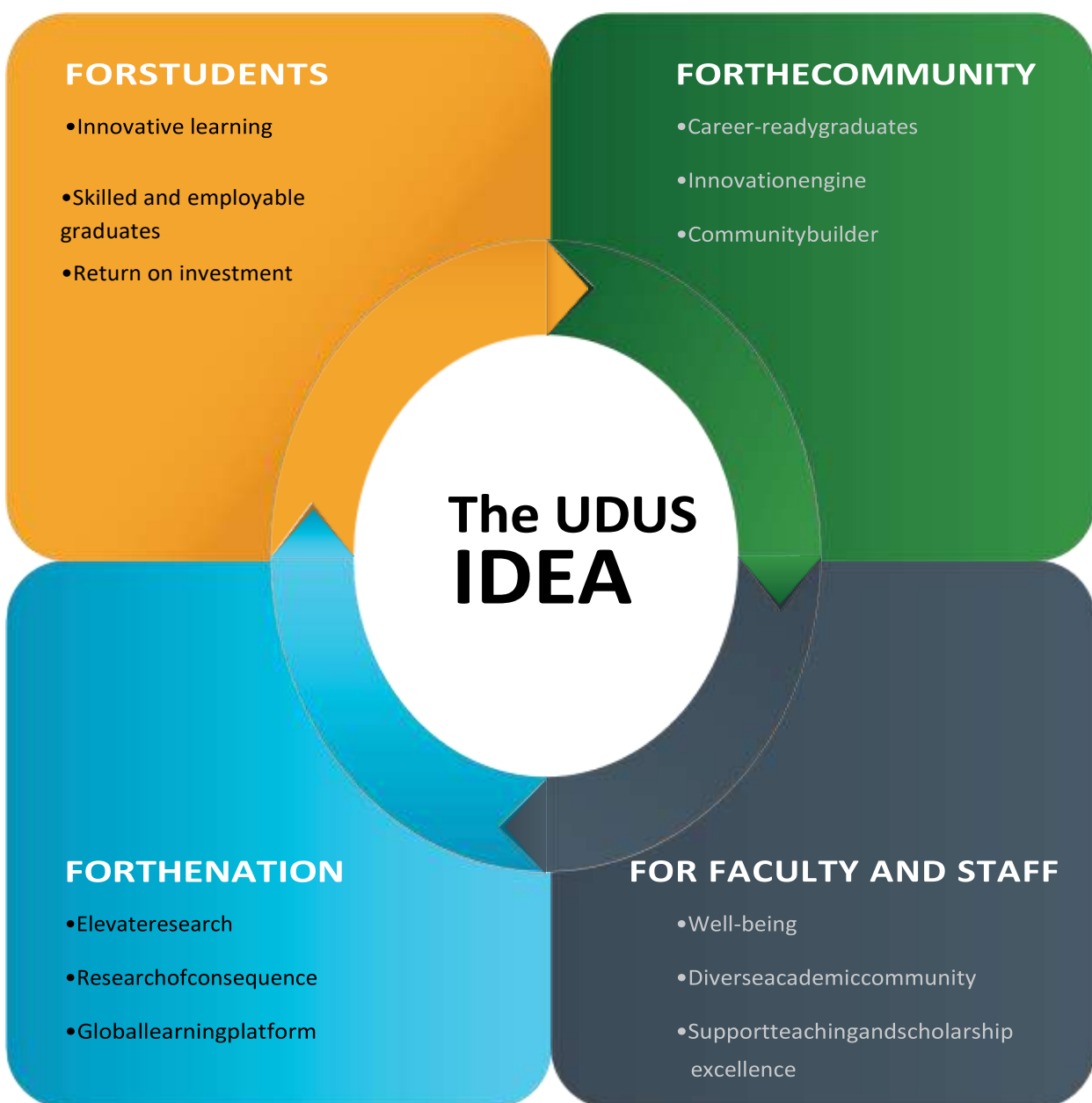## 1.12 Organizational Chart (Appendix i)

VISION, MISSION AND OBJECTIVES

2.1 The Common Thread

The common thread weaving together mission, vision, and strategic plan is the notion that UDU will find innovative ways to best serve the needs of our stakeholders—our students, our community, our faculty and staff and our nation. Our goals are not centred on our needs or self-centred aspirations, but are rooted in the value we create for others. That basic idea is reflected in the structure of our strategic plan.

FORSTUDENTS
- Innovative learning
- Skilled and employable graduates
- Return on investment

FORTHECOMMUNITY
- Career-readygraduates
- Innovationengine
- Communitybuilder

The UDUS IDEA

FORTHENATION
- Elevateresearch
- Researchofconsequence
- Globallearningplatform

FOR FACULTY AND STAFF
- Well-being
- Diverseacademiccommunity
- Supportteachingandscholarship excellence

5

2.2 Mandate and Broad Objectives

UDUS mandate is derived from the Act establishing it, which essentially is to disseminate knowledge and research findings through teaching, and conducting research in different disciplines of human endeavour, for national development

The following are the broad objectives as set out in the Act no. 85 of 28th September, 1979 setting up the University:

- To encourage the advancement of learning and to hold out to all persons without distinction of race, creed, nationality, gender or political conviction the opportunity of acquiring a higher and liberal education.
- To provide courses of instruction and other facilities for the pursuit of learning in all its branches and to make those facilities available on proper terms to such persons as are equipped to benefit from them.
- To encourage and promote scholarship through conducting research in all fields of human endeavour and publish and publicise research findings.
- To contribute to the development of the manpower resources of the country.
- To relate at all times its activities to the social, cultural and economic needs of the people of Nigeria.
- To undertake any other activities appropriate for a University of the highest standard.

2.3 Vision of the University

To be a centre of excellence in terms of teaching, research and community service in all fields of human Endeavour by the year 2022.

2.4 Mission of the University

To provide quality teaching, research and community service, under the most conducive atmosphere and in line with the national policy on education, irrespective of social class, gender, race, nationality and religion.

2.5 Motto

The University's motto is **IKRA'**, which is a scriptural command , meaning '**READ!'**

2.6 Core Values

To achieve the UDUS's Vision and Mission Statements, it will abide by the following enduring guiding principles, which are deeply held beliefs, demonstrated through the day-to-day behaviours of all stakeholders whilst implementing the Strategic Plan.

Teamwork - UDUS recognise the true spirit of *esprit de corps* and recognise that success depends on a diverse, cooperative, communicative and committed team, working together in congruence towards one common goal.

Respect - UDUS will be sincere, genuine and respect the many things that make people different from one another and therefore understands the views of others and allow them to express themselves

Ethics - UDUS will display high level of integrity within moral bounds.

Integrity - UDUS embodies honesty of purpose, trust and fairness

Professionalism - UDUS will exemplify an attitude to work that demonstrates expertise, responsibility and accountability

Equity and justice - UDUS will ensure equality of opportunity and fairness for all irrespective of gender.

Excellence - UDUS will display high level of excellence propelled by exceptional standards and academic performance.

2.7 Specific Objectives

1. Deliver a transformative Learning Experience that is experiential, global, and technology-rich.
   Strategies
   a. Provide opportunities for experiential and integrative learning in all programs. This can include research, field work, internships and service learning.
   b. Provide opportunities for all students to take part in a meaningful global experience. Examples are study abroad, an internship with an international organization, or an online course with international students.
   c. Create new and innovative physical and virtual learning spaces.
2. Produce the talent needed to drive economic growth in our Nation over the next decade.
   Strategies
   a. Increase enrolment of high-potential students who contribute to our diversity.
   b. Create new programs in high-demand disciplines and diverse delivery formats. These will include online and partnerships with other universities and local industries.

3. Contribute to the economic vitality of the Nation by driving innovation and creating learning partnerships with private and public organizations.

   Strategies

   a. Create spaces and networks of innovation, collaboration, and business acceleration and incubation.

   b. Create a university-wide executive education center that offers high-quality, non-degree, and custom programs for public and private organizations and professionals.

   c. Strengthen culture, programs, and systems to encourage and support faculty and students entrepreneurship.

4. Provide an environment and resources to support and encourage academic innovation and excellence.

   Strategies

   a. Reward and promote innovation and excellence in scholarship, teaching, and global and community engagement.

   b. Create flexibility in faculty roles and rewards to support strategic plan initiatives.

   c. Improve support and infrastructure for innovation and excellence in teaching and scholarship.

5. Expand research and enhance standards of scholarship across disciplines.

   Strategies

   a. Invest in research areas of great societal, economic, and global consequence.

   b. Improve research infrastructure including faculty support, space, and start-up funds.

   c. Translate research findings into interventions and applications with social, cultural, and economic impact.

   d. Cultivate a global mind-set in our student body, faculty, and staff

CHAPTER THREE

OVERVIEW OF STRATEGIC PLANNING PROCESS IN THE UNIVERSITY

3.1   Introduction

The current dispensation in Nigeria, occasioned by a general slump in national and global economies, calls for introspection and careful management of both human and material resources on the part of all those entrusted with the conduct of affairs of organizations, not least in the case of, tertiary educational institutions such as the Universities. There is, therefore, the need to secure greater value from available resources, especially when decisions that have to be made are becoming more complex than ever. This places a premium on good planning, whose quality must improve with time. A good plan helps in evaluating different ways of realizing broad and specific objectives, assists in the guidance of personnel entrusted with implementing the plan, and helps in the monitoring and evaluation of progress and success.

A University strategic plan should be a reflection of the aspirations of those charged with setting the strategic direction of the University, the priorities identified within the University's various strategies and the aspirations of those who identify opportunities for development at different levels of the University (particularly the Faculties, Departments, Centres and Units). This explains why in virtually all Universities, strategic planning is seen as an essential tool for effective institutional management.

3.2 Brief History of Strategic Planning at Usmanu Danfodiyo University, Sokoto.

The idea of Strategic Planning in the Usmanu Danfodiyo University, Sokoto, first emerged in 1995 when the first Strategic Planning Committee was constituted. Since then, the Committee had been reconstituted several times. By far the most significant move in the process was the creation of the Strategic Planning Unit in the Office of the Vice-Chancellor in June, 2003, and the first sensitization workshop on the "Essence of Strategic Planning" that followed thereafter. The workshop emphasized on what the first Strategic Plan was designed to achieve, with particular reference to what the University was, is and going to be within the set plan period. It was in the course of that workshop that the University community was sensitized to the idea of Strategic Planning and its central place in the management of a modern University. However, not much progress, in the way of coming up with a Strategic Plan for the University, was made after that first sensitization workshop, although questionnaires were subsequently administrated to all Deans, Heads of

Department and Unit as well as a cross section of staff, with a view to recording and determining the prevailing situation in all sections of the University. The delay was partly due to the fact that a set of guidelines on strategic planning, from the National Universities Commission (NUC), was being awaited.

Eventually, the expected format was received from the National Universities Commission and, after studying it together with documents on the experiences of other Universities both in Nigeria and abroad, the Strategic Planning Committee finally decided, henceforth, to set up a subcommittee to discuss intensively on the way forward and come up with an Action Plan which would guide the process towards a Strategic Plan for the University within the shortest possible time.

After the subcommittee had submitted its proposals, which were deliberated upon and approved by the central committee, a second sensitization workshop was organized on the 8th and 9th December, 2004 to sufficiently sensitize all the constituent groups in the University on the importance and process of Strategic Planning in the University. As a follow up, the Strategic Planning Committee, on February 10, 2005, set up a subcommittee, which organized a-two week training for the faculties and departments to guide them on how to conduct their own SWOT and GAP analyses within the framework of the University's goals, objectives, vision and mission. The training proved very valuable and the various faculties, departments and units were able to make their input afterwards.

On 3rd January, 2006, the Strategic Planning Committee considered the inputs from the various Faculties, Department and Units and set up another subcommittee and mandated it to synthesize and harmonize all those inputs and come up with a Draft Strategic Plan for the University for a five-year plan period (i.e. 2006-2010). After initial delays on modalities, the subcommittee successfully accomplished its assignment and submitted its report, in the form of a draft plan, to the central Committee. That draft formed the basis for the first strategic plan of the University, covering the period 2006-2010.

At the expiration of the first strategic plan in 2010, machinery was set in motion to come up with a new plan, which was achieved through the setting up, by the Strategic Planning Committee, of a subcommittee to determine the level of implementation of the first strategic plan by calling for and receiving inputs from all Faculties, Departments and Units of the University, harmonizing and synthesizing the information before finally coming up with a draft strategic plan to cover the 2011-2015 five-year period. The draft was deliberated upon at various levels, resulting in the 2011-2015 Strategic Plan of the University.

3.3   Methodology of the current Strategic Plan (2019-2023)

From a thorough review of the previous strategic plan, the updated inputs and submissions from Faculties, Departments, Centres and Units, and professional inputs from the Centre for Management Development, Abuja (a Federal Government Management Institute), the

outline of the current (2019-2023) one was drawn. The review process actually started in December, 2015 when the University Strategic Planning Committee met and agreed on the modalities of the review. Of course, the process could have started earlier but for some logistical reasons one of which was the review of membership of the Strategic Planning Committee itself. The University felt that the previous composition of the Committee whereby all the Faculties were represented was now getting too large and unwieldy, especially with the increase in their (Faculties) number as well as the emergence of additional academic/non academic units. The Committee's composition was therefore reviewed to comprise only representatives of the four Complexes and major Units. This was with a view to making the Committee more effective and, at the same time, representative of all the major organs of the University.

In carrying out its assignment, the Strategic Planning Committee first devised a template in which all Faculties; Research Centres, Departments (academic and non academic) and Units were required to indicate the progress made so far in the actualization of the previous (2011-2015) Strategic Plan in respect of their individual Faculties, Centres, Departments and Units as well as conduct and submit their individual SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses. As only relatively few responses were received at the end of a set deadline, the Committee had to resend the template along with an additional instruction that Departmental, Centre and Faculty Standing Committee meetings should be held to fine-tune, harmonize and integrate the submissions before forwarding them to the Strategic Planning Committee. Non academic Departments such as the Registry, Bursary, Physical Planning and Development, etc. were also required to hold departmental meetings to harmonize and integrate their responses before forwarding them to the Committee.

After receiving the inputs from the various Faculties, Research Centres and non academic Departments, the Strategic Planning Committee broke into four (4) subcommittees, according to the categories of the information received; each subcommittee would analyze and collate the category of information allocated to it and come up with a draft portion of the Report/Plan. The subcommittees were assigned as follows:
 (i) Introductory chapters
 (ii) SWOT analysis
 (iii) Gap analysis
 (iv) Implementation Plans

The draft reports of the subcommittees were eventually discussed, one after another, by the main committee and, in the end, a draft 2019-2023 Strategic Plan was produced.
Copies of this draft were produced and sent to all Faculties, Research Centres and Non Academic Departments and Major Units for their perusal and comments within a specified deadline.

Finally, a clean, edited draft was produced for consideration of the University management, leading to the eventual publication of the document.

It is important to note that the above processes took the greater part of 2016 to accomplish in view of the various challenges faced by the committee. Again, the national economic recession, which slowed down activities of Government Agencies between early 2016 to mid-2017 never helped matters;   hence, it became expedient and realistic that the current plan covers the time span of 2019-2023.

CHAPTER FOUR

SWOT ANALYSIS

4.1 Introduction

This chapter covers the analysis of current situation about the internal and external environment of the University with regards to its **strengths, weaknesses, opportunities and threats (SWOT)** in relation to its vision, mission and objectives. In designing this strategic plan, the Usmanu Danfodiyo University, Sokoto carried out environmental scanning to identify areas of strengths, weaknesses, opportunities and threats in line with the other strategic planning elements. In addition, recourse was also made to the 2011-2015 Strategic Plan to serve as a guide. Some of the SWOT elements that did not change have been maintained while new ones were introduced, reflecting the dynamics of the environment and a wider participation of the University community in the process.

List and Analysis of Strengths of the University

Strengths	How to enhance it	How to protect it	How to use it advantageously
1) Highly qualified and competent staff	• Step up recruitment of academic staff especially in specialized areas in the next 5 years • Redress the problem of understaffing in all areas, both academic and non-academic staff • Encourage staff to spend their periods of sabbatical, secondment and other training attachments in research institute within and outside the country	• Ensure regular promotion of staff • Make efforts to improve the welfare of all staff as well as conducive working environment • Develop appropriate training scheme for the development of all staff (academics and non-academics) • Introduce welfare	• Upgrade all existing research facilities • Encourage staff to attend conferences, workshops and deliver paper on their research output • Establish linkages with renowned national and international research centers • Intensify inaugural lectures and faculty seminars • Device measures and policies that ensure proper utilization of research funds • Encourage interdisciplinary research

Strengths	How to enhance it	How to protect it	How to use it advantageously
	• Assist staff in securing external research funding through the research and publication unit	incentives for all categories of staff	
2) Well Established and accredited Academic Programmes (over 90%)	• Periodic review and upgrade of accredited programmes to reflect current technological realities • To maintain strict compliance with NUC guidelines on all accredited Programmes	• Continuous monitoring and evaluation of the accredited programmes • Maintain high quality teachers and increase the capacity of the programmes • Reach out to the private sectors, NGOs and communities to assist in promoting research	• Strive to promote all programmes to the level of excellence • Focus on Programmes and research that will be of more benefit to the university and its neighboring communities • Increase student's enrollment and research activities
3) Equipped and functional central laboratories	• Provision of state of the art equipment to match the current advances in Science and Technology • Well trained and qualified laboratory workforce	• Regular maintenance of existing facilities • Making it world-class in terms of quality of service	• Commercialization of the facility to be more self-sustained • Continuous upgrade of facilities and ensuring good maintenance
4) Successful graduation of students within the stipulated period	• Ensure that proactive measures are taken at all times to keep to deadlines for	• Continuous sensitization of academics on the virtues of collaborating	• The graduating students will serve as inputs into other higher level degrees. • Students' and parents' loyalty and perception

Strengths	How to enhance it	How to protect it	How to use it advantageously
	marking and submitting results • Ensuring that students' results at all levels are up to date.	with management to ensure students graduate within the stipulated period. • Empower and motivate level coordinators.	about the university will increase. • Development of very strong alumni relationship with graduants of the University
5) Diverse staff and student body across all gender from different parts of the world	• Keep up with the university policy of accommodating people from different cultural background	• Maintain discipline and harmonious co-existence among people of different background • Make effort to improve the welfare of staff and students to ensure conducive working environment	• To encourage tolerance and exchange of ideas • Exchange programmes for staff and students
6) Internet access across the Faculties, Centres and College of Health Sciences	• Upgrade ICT facilities • Improve power supply to the ICT unit • Partner with private sector to develop and funds on-line and e-learning resources	• Regular maintenance and monitoring of the network service promptly • Encourage staff to develop and use ICT skills in teaching and research	• To strengthen effective communication and access to learning resources at all locations within the university and beyond • Provision of necessary skills required to operate and manage ICT facilities to staff and university community through training programmes

Strengths	How to enhance it	How to protect it	How to use it advantageously
		• Improve staff recruitments and training in ICT service	
7) Existence of Departmental and faculty libraries	• Continuous assessment of such libraries with a view to updating currency of books and journals. • Venturing into the virtual world which gives more access to resources as well as cost efficiency.	• Encourage students and lecturers to patronize such facilities • Ensure 24/7 access to a reliable and fast internet in all the libraries.	• Collaborating with donor agencies on possible ways of assisting such libraries with current stock of books and ICT facilities
8) Friendly and safe operating environment	• Strengthen measures that prevent drug abuse, cultism and any other form of anti-social behavior • Strengthen the center for peace studies in line with the University's aim of promoting brotherhood and peaceful co-existence among all people of the world • Encourage sound moral values and decent conducts among staff and students	• Strengthen the security network of the university • Ensure level coordinators in all departments rise up to their responsibilities • Maintain status quo through monitoring and prompt conflict resolution	• Organize orientation programmes especially targeted at new students in order to inculcate in them moral values and the purpose of their stay in the University
9) Existence of many unexploited outfit with high internal revenue	• Reach out to private sector for partnership in all areas to further broaden the	• Intensify measures to strengthen the internal	• Utilize the revenue generated from these outfits to enhance teaching and research

Strengths	How to enhance it	How to protect it	How to use it advantageously
generating potentials such as Dabagi farms, Biological Garden, Apiary, Guest house etc.	revenue base of each outfit • To improve the productive capacity of each unexploited outfit	quality control system • Maintain the productive capacity of each improved outfit	• Training of students through their engagement in outfits relevant to their discipline like farms, apiary etc.
10) Availability of support services such as health, sport, banking, ICT, Primary and Secondary Schools	• Improve campus facilities for sport, entertainment and extra-curricular activities • Establish partnership with relevant agencies to improve existing facilities	• Intensify measures to strengthen the internal quality control system • Maintain and improve partnership with stakeholders	• Optimum utilization by staff, students and university communities at large
11) Well-disciplined and cultured university community	• Strengthen the Division of General Studies through the various courses offered as the medium of inculcating amongst students the important virtues of good manners, honesty, good citizenship, and interdependence • Encourage staff to serve as role models/mentorship • Organize short training to resource	• Strengthen the guidance and counselling services of the university • To organize regular workshops for students on peace studies, conflict resolutions, Nigeria peoples and culture • Ensure that all student academic advisers in all the departments	• Encourage students' organisations/associations that are committed to the promotion of university values • Collaborate with various students organisations to inculcate amongst students good manners and honesty to become good ambassadors and peace keepers • Monitor the activities of staff to ensure outstanding performance and reward appropriately.

Strengths	How to enhance it	How to protect it	How to use it advantageously
	persons in their respective fields	rise up to their responsibilities	
12) Positive Reputation with the external community	• Reaching out to the communities through sensitizations programmes that will enhance the public relation image of the university. • The university should be more socially responsible to its communities through scholarship programmes to indigent students and supporting communities' farming activities through on its research outputs.	• By trying to fulfil its mission statement and long-term objectives. • Taking severe measures to deal with the scorn of cultism and other social vices on campus. • Producing high quality graduates from all the spheres of learning. • Conducting result-oriented researches capable of improving the standard of living of the populace	• Provision of ready-made market for research outputs as well as ensure intellectual property rights. • Collaborate with the communities/government in the provision of consultancy services and contract execution in specialized areas. • Serve as a tool for fundraising.
13) New and Well-maintained, attractive buildings and grounds with growth potentials	• Sensitizing the end-users on the need to have a strong maintenance culture. • Provision of financial resources capable of	• Beefing-up the capacity of the maintenance staff for prompt response on maintenance request.	• Use the aesthetic beauty of such structures as a public relation device. • Explore the possibility of developing revenue generating venture around such facilities.

Strengths	How to enhance it	How to protect it	How to use it advantageously
	maintaining such structures.	• Improving the architectural designs to reflect changing situations • Building more structures to cope with the ever increasing students and staff population	

List and Analysis of Weaknesses of the University

Weakness	What it stops us from doing	How to eliminate or avoid it	How to disguise it
1) **Inadequate funding**	• Expansion and growth • Provision of necessary teaching and research facilities • Provision of necessary infrastructure • Staff training and development	• Regular and adequate funding from the Government • Increase internally generated revenue • Introduce consultancy service and small scale businesses • Establish partnership with private sector and attract research grants	• Ensure proper utilization of the meager funds • Contact alumni for support in form of projects and facilities • Contribution from catchment states
2) **Epileptic power supply**	• Expansion and growth of academic activities	• Establishment of comprehensive power supply system through	• Use of power backups in form of generators,

Weakness	What it stops us from doing	How to eliminate or avoid it	How to disguise it
	• Vital research and office activities • Loss of man-hour	wind, biomass and solar alternative energy sources	Inverters and solar panels
3) **Epileptic water supply**	• Expansion and growth of academic activities • Vital research and office activities • Loss of man-hour	• Water treatment plant • Using Sokoto Rima River as a source of supply	• Drill more boreholes • Maintain the existing water systems in the University
4) **High students-staff ratio in most programmes**	• Effective teaching, learning and research • Timely processing of results • Producing quality graduates	• Recruits more staff across all cadre i.e. academic, technical and administrative staff	• Engage the service of more visiting lecturers and attract more lecturers on sabbatical leave • Motivate existing staff
5) **Inadequate academic and technical staff in some specialized areas**	• Effective teaching and research in some specialized areas • Research and students specialization in the affected areas	• Employ expert in the specialized areas	• Train some staff to acquire expertise in the specialized areas

Weakness	What it stops us from doing	How to eliminate or avoid it	How to disguise it
6) **Inadequate physical facilities such as office accommodation for staff, classrooms, theatres, students' accommodation etc.**	• Effective teaching, learning and research • Increasing student enrolments • Introduction of new academic programmes	• Construct more physical structures to tally with the desired population of the university • Encourage private sector participation mostly in student accommodation	• Proper management and utilization of the existing facilities • Regular maintenance
7) **Inadequate teaching and research laboratories at faculty level, Biological garden, workshops and animal house**	• Effective teaching and research • Advanced and quality research output for publication in reputable journals	• Provide adequate modern research facilities such as PCR, sequencers, HPLC's etc. • Build a standard biological garden with green house facility and standard animal house • Construct standard workshop	• Renovate the existing garden to meet the required standards
8) **Peculiar location of the university accounting for huge transportation and utility cost**	• Affects the level of development and expansion of the university	• Construction of adequate accommodation for students and staff • Provide the necessary support services on campus to curtail unnecessary visits to town	• Partner with private transport companies to ensure effective transport system

Weakness	What it stops us from doing	How to eliminate or avoid it	How to disguise it
9) **Inadequate national and international linkages and collaborative research**	• Insufficient outreach to local and international collaboration due to paucity of funds. • Local and international outreach • Exchange of knowledge	• More interaction can create more avenues for collaboration • Establishing linkages with national and international institutes and organisations • Aggressive sourcing of local and international opportunities	• Make effective utilization of available opportunities • Effective utilization of the forces of ICT
10) **Poor students' preparedness at entrance**	• Poor prepared for post-secondary work and lacking in foundational skills that interfere with their ability to achieve passing grades.	• Ensuring a thorough screening of prospective candidates	• Proper counselling of students at entrance level.
11) **Mismatch between research expectation and support**	• Good collaboration between the university and the industry • Quality research output due to insufficient funding of researches	• Encouraging proper collaboration between the university and the industry	• Improve on SIWES Programme • Introduce innovative researches • Economically use scarce resources to fund researches

List and Analysis of Opportunities of the University

Opportunity	Problems or hurdles to exploiting it	Strategies for exploiting it	Probable duration
1) **Increasing demand for university education**	• Poor funding • Inadequate infrastructure and facilities to increase student enrolments • Lack of specialized programmes like geophysics and molecular biology among others. • Unattractive programme for some programmes like Botany	• Explore all possible avenues for revenue generation • Expand facilities and infrastructures • Introduce new academic programmes • Change programme names to more attractive names - Botany to Plant Biology, History to International Relations, Business Administration to Business Administration and Entrepreneurial studies	5 years
2) **Opportunities for linkages and collaboration with other institutions and organization nationally and internationally**	• Inadequate modern facilities • Limited capacity and outreach	• Forge linkages through articulation of sound research and collaborative proposals • Set up university linkages committee	2 years
3) **Opportunities for rendering consultancy services**	• Lack of awareness on available service and expertise • Poor patronage by the community • Inadequate infrastructural facilities and logistics	• Improve available infrastructural facilities • Explore all possible opportunities to develop them	5 years
4) **Possibilities of acquiring research grants**	• Capacity to write grant attracting proposals	• Strengthen the research and development office	3 years

Opportunity	Problems or hurdles to exploiting it	Strategies for exploiting it	Probable duration
	• Lack of research facilities needed to carry out grant attracting research	• Explore all possible opportunities for research and development	
5) **Availability of global technological advances for enhanced teaching, research, learning and community services such as ICT, solar and renewable energy**	• Poor funding • Inadequate state of art equipment and skills necessary to keep pace with modern technological advances	• Source additional funds through international and national collaboration • Expand and upgrade existing facilities	5 years
6) **Growth potential**	• Inadequate funding • Existence of universities/tertiary institutions around the university	• Improve funding through IGR and more government allocation • Explore profit-oriented ventures • Introduce new and attractive programmes	5 years

List and Analysis of Threats of the University

Threat	How it affects the institution	Strategy for eliminating or maximizing it	Probable duration
1) **Proliferation of degree awarding institutions**	• Low enrolments of students in some academic programmes • Inability to retain or attract quality staff	• Introduce unique academic programmes with excellence to beat competing institutions • Maintain stable academic calendar and peaceful atmosphere of the	5 years

Threat	How it affects the institution	Strategy for eliminating or maximizing it	Probable duration
	• Multiple visiting appointments to staff thus reducing output	university to attract prospective candidates • Reduce the number of affiliation given to other tertiary institution	
2) **Brain drain**	• Reduced staff strength and increased teacher's workload • Limits students' intake and capacity utilization • Low staff moral and motivation	• Improve working condition to encourage and motivate staff i.e. prompt promotion when due • Better remunerations and incentives for staff to stem the tide	3 years
3) **Poor funding of the University**	• Inadequate teaching and research facilities • Limits expansion of academic programmes • Limits staff development and overall output	• Increase DTLC allocation to academic units • Investment to increase IGR • Consultancy service at programme level to supplement lack of funds	2 years
4) **Insecure boundary on the main campus**	• Increase security challenges of the University • Rampant theft of properties within the main campus	• Demarcate and secure the boundaries of the University • Strengthen the security system of the University • Designate parking spaces, locations for specific activities e.g. markets, Bus stops etc.	5 years

	Threat	How it affects the institution	Strategy for eliminating or maximizing it	Probable duration
5)	**Societal and students perception of education as solely a means to job**	• Desperate and illicit behavior of students to pass exams at all cost • Low quality graduates that study only to pass • It negates the mission statement as well as some of the long-term objectives of the University.	• Orient students on the need to view education as a sustainable opportunity that holds much potentials • University will engage in sensitization activities capable of informing and positively changing societal and students' misconceived perception on the role of university education • Make entrepreneurial courses part of the curriculum of all programmes run in the university • Strengthen the Directorate of Entrepreneurial Development for the purpose of self-employment and self-reliance of the university graduants.	2 years
6)	**Development of other universities in the area**	• It reduces the market size in terms of students' enrolment • Where quality is not regarded as the norm, this threat generally affects the perception of parents on university choice for their wards • It is capable of overstretching or even compromising quality of staff (e.g. through multiple visiting	• Adhering strictly to university admission requirements at all times • Sensitizing parents and other stakeholders on the importance of quality education as well as ensuring practical demonstration of such quality in the university outputs • Maintaining a maximum of two (2) visiting appointments per lecturer within a limited geographical spread.	2 years

Threat	How it affects the institution	Strategy for eliminating or maximizing it	Probable duration
	appointments, transfer of service and leave of absence)	• Developing policies that will discourage voluntary turnover of staff by creating more conducive environment for work	

CHAPTER FIVE

GAP ANALYSIS

5.1 Introduction

Institutions use GAP Analysis to evaluate the differences between their current position and desired future. Understanding the nature of this gap will allow the University to develop specific strategies and allocate resources to close the gap. This chapter outlines the differences between the current positions of the Usmanu Danfodiyo University Sokoto and where it wants to be in the future, as well as what it must do to get to the desired future. The gap analysis of the University is, therefore, presented below:

5.2 Analysis

Item	Current status	Desired future (in 5 yrs)	Recommended Action
1) Funding	₦2,223,525,501.63	N6,670,576,504.89	• To pursue external sources of funding • To explore and diversify internal revenue generation
2) Staffing	1142 Academic Staff	1442 Academic Staff.	• To step up recruitment of academic staff, especially for newly introduced programmes and those to be introduced during the period under review.
	574 Senior Admin Staff	724 Senior Admin Staff.	• To recruit more and train those on the job.
	238 Technical Staff	330 Technical Staff	• To recruit more especially for the newly introduced programmes and those to be introduced during the period under review.
	953 Junior Staff	1,203 Junior Staff	• To recruit more junior staff to cover existing vacancies and those to be created by introduction of new programmes.
			• To improve welfare packages to maintain

			and motivate staff on ground.
3) Library holdings			
(a) Books, Journals and Media	(i) 650,000 Vols. of books.	• Provision of adequate and current books, journals, media and other information resources.	• Adequate funding to sustain massive acquisition and subscription to print and electronic information resources.
	(ii) 200,000 Vols. of print journals and Elsavier Science Direct e-journals Ebscohost database and other electronic database.	• Sustain subscription to both print and electronic journals/databases for all academic/research programmes in the University.	• Improve funding and intensify Library consortia efforts at various levels.
	(iii) 15,000 media collections.	• Provide for a comprehensive media collection	• Identification, selection and acquisition of relevant media resources.
(b) ICT facilities	(i) High-speed Internet connectivity provided.	• Development and sustenance of prints and full automated library system equipped with 500 computers and e-learning with state of the art ICT facilities.	• Up-grading of existing ICT facilities and provision of more computers. • Provision for additional 1,000 computers.
	(ii) 200 access computers and library software.	• Maintain an integrated Library Management System with computer systems based on NUC standard/approved ratio.	• Enhanced library automation.
(c) Personnel	• Inadequate professional and para- professional staff with ICT skills.	• Adequate professional and para- professional staff with ICT knowledge and skills	• Recruitment of more qualified and competent professional and para-professional staff.
4) Physical facilities			
(a) Academic buildings	(i) Faculty of Arts and Islamic Studies (ii) Faculty of Agriculture (ongoing) (iii) Faculty of Education and Extension Services (iv) Faculty of Law	(i) To house all Faculties (ii)Completion of five (5) faculty buildings (Agriculture, Engineering, Pharmacy, Medical	• To complete the ongoing Faculty buildings and embark on new ones

	(v) Faculty of Management Sciences (vi) School of Medical Laboratory Sciences (vii) Faculty of Pharmaceutical Sciences (viii) Faculty of Science (ix) Faculty of Social Sciences (x) Faculty of Veterinary Medicine (ongoing) (xi) Postgraduate School (xii) College of Health Sciences	Laboratory Science and College of Health Sciences). (iii)Completion of Management Sciences and Social Sciences lecture theatres and classrooms.	
(b) Administrative buildings	• The Senate Building has not been constructed. However, the temporary first phases of the Vice-Chancellor's office complex, Registry, Bursary, and Estate & Municipal Services Departments have all been completed.	• To construct the proposed Senate building to house all administrative Units.	• To source N4 billion for construction of the Senate Building.
(c) Service buildings	• The first phases of the following structures have been completed: (i) University Health Centre. (ii) Information Communication Technology. (iii) General Studies Unit. (iv) Central Stores. (v) Mechanical Workshop.	• To complete the remaining phases.	• Funds will be sourced for them through government and private partnerships.
(d) Lecture theatres/classrooms	Lecture theatres and classrooms are inadequate in all faculties.	To construct five(5) additional lecture theatres and larger classrooms in all faculties.	• To complete the ongoing lecture theatres/classrooms.
(e) Staff residential quarters	●Only the first phase of staff quarters have been completed at the Main Campus.	• To construct the second phases of staff quarters at Areas 1W and !E.	• The University to partner with both public and private organizations to

	Staff housing is inadequate for both senior and junior staff.	on the Main Campus.	provide accommodation for staff.
(f) Students Halls of Residence	• (i) About 20% of halls of residence have been completed accommodating about 20% of the students population on the Main, City and UDUTH campuses. (ii) Zamfara State hostel as well as three (3) additional new hostel blocks have been completed on the Main Campus. (iii) The Library Annex has been converted to a hostel.	• (i)To provide accommodation to at least 30% of the total students population. (ii) To complete the Bilya Sanda Postgraduate Hostel. (iii) To construct five(5) more hostel blocks.	• The University to partner with States Governments, NGOs and other private organizations/investors for more students accommodation.
(g) Laboratories	• Both research and teaching laboratories are inadequate.	• To complete the ongoing laboratory buildings at the Faculties of Agriculture, Veterinary Medicine, Engineering and the College of Health Sciences.	• To construct more teaching and research laboratories.
(h) Water Supply	• Storage tanks of various sizes ranging from 45m3 – 675m3 with 42 boreholes situated at the 2 campuses.	• To achieve pumping capacity of 10000 m3 per day.	(i) To construct water treatment plants on the Main Campus. (ii)To provide twenty five (25) 200mm diameter borehole at 200m depth at the Main Campus.
	• Daily water supplied is about 4000m3.		(i) To provide fifteen (15) 30HP Grundfos Booster Pumps at the Main Campus.
			(ii) To provide new booster supply line of 500m distance of 6'' PVC pipe. (iii) To provide bigger water tower for the Faculties of Law, Engineering, Social Sciences, Management Sciences, Agriculture, Veterinary Medicine and Primary and Secondary

			Schools for effective supply.
(j)Telecommunications Networks.	• Intercom equipment: Kx-TD500 with capacity for 200 lines only	• Provide additional 500 Voice over IP lines.	• To acquire equipment with voice over IP
(k)Electricity supply.	(i) Inadequate supply of electricity. (ii) 6MVA Transformer as main incomer 33/11kv and four feeder for Academic Core, Area 1W & 1E, Maintenance Base, and Halls of Residence. Each feeder feeds numerous substations.	(i) Additional 7.5 MVA and all necessary 33/11kv accessories. (ii) Additional 6nr. 500KVA substation. (iii) Need to upgrade 33/11kv power house wares including protective dedicated 33kv line in parallel way. (iv) Need to upgrade 5nr. Transformers from 300KVA to 500KVA.	(i) Modern equipment should be supplied as indicated. (ii) The Sokoto Energy Research Centre to come out with affordable power supply proposals for the Universiy.
(l) Recreation Centre and modern sporting facilities	(i) The Youth Friendly Centre (IBB Centre) has some modern facilities. (ii)The construction of modern sporting facilities is ongoing and the first phase has reached 60% stage of completion. It includes: --Construction of pavilion --Construction of badminton court --Construction of basketball court --Construction of handball court --Construction of tennis court --Construction of volleyball court --Construction of spectators seats --Laying of tartan tracking on the pitch.	(i) To provide more facilities to meet with modern challenges. (ii) To complete the ongoing projects.	To seek the assistance of outside donors, NGOs and private partners.
5) Laboratory Equipments(Some	• About 30% of the laboratories completed.	• To equip the laboratories with modern facilities.	• Acquiring up-to-date laboratory facilities.

laboratory equipment are obsolete)		• Complete up to 80% of the laboratories.	
6) Online and e-learning services	• Limited access.	• To achieve full access to ICT facilities.	• To enhance the capacity of staff & students to use the service.
		• To organize ICT for teaching and research	• To collaborate and partner with NGOs and other International agencies
7) Academic Programmes	• 50 out of 56 existing approved academic programmes already in place are fully accredited.	• To ensure full accreditation status for all programmes.	• Additional programmes to be introduced and maintain the standard of the current ones
		• To have 56 fully accredited programmes.	• To review and upgrade accredited programmes to reflect current technological realities.
			• To maintain standard of the accredited programmes.
			• To establish additional academic programmes that would stand the test and relevance of time.
8) Collaborative Research	• Not institutionalized.	• To institutionalise research.	• To strengthen the existing linkages and establish others with Universities and International agencies.
			• Aggressive sourcing of local and International opportunities for collaborative research.
9) Staff training, development and capacity building.	• Training support from PTDF, Staff Training and Development scheme of the University, TETFund, Needs Assessment.	• To enhance existing staff training and capacity building schemes.	• To strive to train and retrain staff to cope with the challenges posed by ICT .

			• To intensify effective collaboration with relevant training agencies for staff training and development.

CHAPTER SIX

STRATEGIC GOALS, OBJECTIVES AND ACTIVITIES

6.1 Introduction

These are targets the Institution aims to achieve that evolve from the Strategic issues, i.e. SWOT and Gap Analyses. They are stated in terms of measurable and verifiable outcomes, and challenge the institution to be more responsive to the environment to achieve its desired future. This chapter identifies who will do what, when and how as well as how the current issues, emerging trends and unforeseen contingencies would be addressed.

The Goals, Objectives and Action Plans have been drawn up with reference to the sustainable Development Goal of the Federal Government and the national policy on education. They have, for instance, been designed to cover such areas as promotion of science and technology, entrepreneurship, eradication and control of communicable diseases (including tuberculosis, malaria and HIV/AIDS among others).Hence, after a thorough review of the performance of the 2011- 2015 strategic Plan (see Appendix), the following goals, objectives and action plans were arrived at :

6.2 GOALS, OBJECTIVES, ACTION PLANS, COSTS, RESPONSIBILITIES AND TIMELINES

GOAL	SPECIFIC OBJECTIVES	ACTION PLAN	COST	RESPONSIBILITY	TIME
(1) **Providing the necessary Infrastructure for promoting academic activities**	*(a) To provide adequate number of classrooms and lecture theatres.*	**(i) Construction of classes and offices for Faculty of Science** **(ii)Construction of 1500 capacity lecture hall for Science complex** **(iii) Construction of the following for the Department of Geology:** **---- Laboratories** **--- Classes** **--- Offices** **---Library** **---Lecture Halls**	600,000,000.00 500,000,000.00	Council, VC, PP/M, Deans of Faculty	5 years
		(iv) Construction of Center for Educational Technology for Faculty of Education & Extension Services with the following: **---Offices** **---Lecture Halls** **---Laboratories**	700,000,000.00 850,000,000.00	Council, PP/M	
		(v) General Permanent site **additional structures** **---Lecture Hall (1000 seating capacity)** **---Classes (500 seating capacity)** **(vi) Establishment of Clinical Simulation & Skills Acquisition**	700,000,000.00		

		Laboratory for College of Health Science			
		(vii) Establishment of Anatomy Lab.			
		(vii) Construction of three 500-seating capacity teaching laboratory for Department of Biological Sciences.	500,000,000:00		
		(ix) Construction of three 500-seating capacity laboratory for Department of Pure & Applied Chemistry.	200,000,000:00		
		(x) Construction of six 200- seating capacity computing laboratory , 2 each for Mathematics, Statistics and Computer Science.	300,000,000:00		
		(xi) Construction of three 100 seating capacity lecture theatre for Department of Geology.	750,000,000.00		
		(xii) Construction of three 500-seating capacity lecture theatre for Department of Microbiology.	1,200,000,000:00		5 Years
		(xiii) Construction of three 500 - seating capacity lecture theatre for Department of Physics.			
		(xiv) Construction of three research laboratories of 60 carrying capacity for Department of Pure & Applied Chemistry.	250 ,000,000:00		
		(xv) Construction of three research laboratories of 60 carrying capacity for Department of Biological Sciences.	750 ,000,000:00		
		(xvi) Construction of three research laboratories of 60 carrying capacity for Department of Biochemistry.	200,000,000:00		
		(xvii) Construction of three research laboratories of 60 carrying capacity for Department of Physics.	200,000,000.00		
		(xviii) Construction of three research laboratories of 60 carrying capacity for Department of Microbiology.	75,000,000:00		
			400,000,000:00		

		(xix) Construction of one research laboratory of 60 carrying capacity for Department of Geology. (xx) Construction of six research laboratories of 60 carrying capacity, 2 each for Mathematics, Statistics and Computer Science.			
		(xxi) Construction of Laboratories for Faculty of Veterinary Medicine as follows: ---Zoonoses laboratory ---Clinical Laboratory & necropsy room. ---Standard and well equipped surgery room that can contain at least 5 anaesthetic machines & 5 anaesthetic patient monitors. ---Other laboratories to include: Entomology, Protozoology, helminthology, Pharmacology, Osteology, Histology, Epidemiology and Preventive Medicine. ---Additional classes and Students Hostels for Faculty of Veterinary Medicine. (xxii) Physical Expansion (New classes, laboratories, libraries, Department, Units, Hostels, Roads etc. for Faculty of Agriculture) as follows: --- classrooms (comprising 14 undergraduate and 7 postgraduate classrooms). ---One (1) Faculty Library. ---Seven (7) additional laboratories. ---A block of hostel for SASSAKAWA students. ---Provision of weather station. ---Provision of two (2) greenhouses and two (2) screen houses for the faculty.	153,000,000:00 500,000,000.00 500,000,000.00 100,000,000.00 50,000,000.00 50,000,000.00 50,000,000.00		5 Years 5 Years

			Amount	Responsibility	Timeframe
		---Provision of ten (10) large fish production pounds. ---Provision of fifteen (15) fish experimental ponds. ---Provision of Animal husbandry farm (including dairy farm, milking parlor and dairy facilities). ---Sown pasture field. ---Provision of slaughter house. ---Provision of farm house (including farm store, poultry house and farm product processing unit).	50,000,000.00		
		(xxiii) To provide lecture rooms, lecture theatre, etc for the following Departments in the Faculty of Social Sciences:	500 ,000,000:00		
		Lecture rooms for Postgraduate Studies in the Department of Economics.	400,000,000.00		
			4,500 ,000,000:00		
		-Construction of 2 lecture theatres for the Department of Geography.			
		-Additional lecture rooms for the Departments of Political Science and Sociology.	3,500,000,000:00	Council, VC, PP&M	5 Years
			75,000,000:00		
	(b) To provide office accommodation to all staff	(i) Construct 50 additional offices for both academic and non-teaching staff			
			100,000,000:00		
		(ii)Construct the Senate Building			
			250,000,000:00		
		(iii) Complete the Construction of all ongoing projects			
			250,000,000.00		
		(iv) Provide a block of offices and conference hall for the Division of General Studies			

		(v) Construct a block of office and library for the Centre for Peace Studies.	1,100,000,000.00	Council ,PP&M,SAD	
		(vi) To provide additional offices for the Department of Economics in Faculty of Social Sciences	250,000,000,00	Council, PP&M, SAD	
		vii)To construct the Department of Private and Business Law in the Faculty of Law.			5 Years
			50,000,000,00	Council, VC, Bursar, PP&M	
c)To provide hostel accommodation to at least 30% of the total students population.		Five additional halls of residence for Undergraduate and Postgraduate students to be provided. One hall of residence per year. *(The University will partner with catchment- area States and private partners to actualize this)*	250,000,000,00		5 Years
		(i)The existing stadium should be upgraded and other sporting facilities to be provided in new hostels.	1,5,000,000:00		
(d)To provide modern sporting and recreational facilities.		(ii)Facilities in Youth Friendly Centre (IBB Centre) to be upgraded. (iii) To partner with the private sector for provision of more facilities			
		i)Acquire 2 number 6 MVA 33/11KV transformers, (ii) Explore solar power possibilities. (iii)Construct more boreholes (iv)Link main with Sokoto Municipal water supply.			
(e) To ensure uninterrupted Electrical					

	power and water supply in the University,				

6.2 GOALS, OBJECTIVES, ACTION PLANS, COSTS AND RESPONSIBILITIES

				Council, VC, LDC, Librarian	3 Years
(2) Library Development					
	a) To upgrade the ICT Facilities in order to fully automate and digitize the library system.	(i) Provide additional 1750 computers to supplement the existing ones for the Library		Council, VC, LDC ,Librarian	3 Years
		(ii) provide adequate and state- of- the art ICT equipment/facilities so as to enhance access and utilization of available electronic resources as well as facilitate the services and operations of the Library.	900,000,000		
		And 15 Network printers, heavy duty scanners and webcam for all Branch Libraries.			
	(b) To build a rich print, online and electronic resource collection	i) Fully participate in National and International Library Consortia so as to facilitate access to and sharing of virtual library, online and open access resources.			
		(ii) To strengthen the existing consortia and explore numerous other relevant cooperative programmes/schemes at local, national and international levels			
		(iii) To subscribe to electronic resources/databases relevant to all			

		academic and research programmes of the University			
		(iv) To acquire current book and journals (both hard and soft copies)	700,000,000.00	Council,VC, PP&M. Librarian	3 Years
		(v) Increase the acquisition of key Journals in the University's teaching and Research programmes.	3,000,000,000.00		
		(vi) continue to focus on the development of local content especially theses, dissertations, manuscripts as well as the university based journals.	1,125,000,000.00 700,000,000.00		3 Years
	(c) To expand the seating capacity so as to ensure wider access and utilization of the library.	(i) To establish Libraries for Faculties, Research Centres and Departments that do not have the Facility. To establish physical and e-library.	2,000,000,000.00		
		(ii) To expand the existing Central Library and Law Library .To construct additional reading area for students with unlimited wireless access point. To supplement main library cafe. Also to expand the new library.		VC, Librarian, UDUNet	3 Years
		(iii) Construct of new Medical Library at UDUTH Site.	200,000,000.00		
		(iv) To have an independent Network and Connectivity for the Library system to facilitate access to Library information resources.	250,000,000.00 100,000,000.00		

	(d) To acquire and install Library Management Software for efficient services	(i) Develop strategies aimed at popularizing the use of Library's automation system	200,000,000.00	VC, LDC,Librarian, Registrar
		(ii) Continue to deploy additional computer terminals and make them available at strategic locations to ensure efficient access to its resources.		
		(iii) To redesign internet architecture of the central library.	1,000,000.000.00	
		(iv) To renew subscription of library. Thing for online promotion.	250,000,000.00	
		(v) To set up OPAC in all libraries.	100,000,000.00	
	(e) To improve staff training and development efforts in respect of the library.	(i)To train and retain Library staff locally and Internationally) to cope with the challenges of modern libraries	150,000,000.00	
		(ii) To send staff to skill acquisition, Conferences Seminars and Workshops for both short and long time training	200,000,000.00	
		(iii) To construct a separate training room with state-of-the-Art technology of not less than 100 seating capacity for both staff and students.	150,000,000.00	
			200,000,000.00	

(3) Promoting Research and Publications.	*(a) To strengthen the research capacity of the University.*	(i) Promote Internal & External Conferences for Faculty of Education & Extension Services	100,000,000.00		
		(ii) Promote continual production of Faculty & Departmental Journals for Faculty of Education & Extension Services	100,000,000.00	VC, DVC (Acad), Bursar	5 years
		(iii) Encourage Linkages between Faculty of Education & Extension Services and Professional Associations, National & International Institutions/Centers	100,000,000.00		
		(iv) Recruit additional Academic Staff from the rank of Professor to Graduate Assistants for Faculty of Education & Extension Services.	100,000,000.00		
		(v) Research and Publications to form at least 15% of the university's annual budget.			
		(i)Promote current trends in Educational Research for Faculty of Education & Extension Services	100,000,000.00	VC, DVC (Acad) ,Bursar	5 years
	b) To strengthen the mechanisms for funding and dissemination of research.	(ii)Solicit for increase in funding of research and publications for Faculty of Education & Extension Services	100,000,000.00		
		(iii)Regularize allocations of research funds for Faculty of Education & Extension Services	50,000,000.00		
		(iv)Strengthen and empower staff by securing and disbursing external and internal funds for research	100,000,000.00		
		(v)Review the measures and ensure judicious allocation and utilization of research funds.	50,000,000.00	VC, DVC (Acad), Directors of	5 years

				Research centres	
	(c) To strengthen the specialized research centers.	(i) Establish a documentation unit in Cibiyar Nazarin Hausa (Center for Hausa Studies) (ii) Encourage the Center for Islamic Studies (CIS) & Cibiyar Nazarin Hausa (Center for Hausa Studies) to source individuals and organizations to assist their research activities in the area of expertise, dissemination & funding	200,000,000.00		
		(iii) Establish a website in the Center for Islamic Studies for the collection of manuscripts of Sokoto Jihad leaders.	50,000,000.00		
		(iv)The centre for Peace Studies to improve collaboration with national regional and international centres, institutes and agencies involved in practical and research in Peace and conflict resolution.	50,000,000.00		
		(v) The Sokoto Energy Research Centre to be expanded and upgraded to Centre for Energy and Environment.	50,000,000.00		
			250,000,000.00		

(4) Promoting Excellence in Science and Technology	*(a) To increase awareness of the importance of Science and Technology*	(i) Continue to collaborate with stakeholders to promote awareness of the importance & applicability of Science & Technology among secondary school students e.g. workshops, lectures, exhibitions etc.	50,000,000.00	VC, Deans of Science-based faculties, Bursar	5 years
		(ii) Promote enlightening campaigns, visitations and advocacies.	30,000,000.00		

		(iii) Invite experts to deliver career talks on the importance of Science & technology.	20,000,000.00		
		(iv) Encourage Ministries of Education, Teachers Service Board and Universal Basic Education Board to send more of their staff in Science & technology for training.			
	(b) To expand science-based academic programmes and establish new ones.	**(i) Split the Faculty of Science into two faculties viz: Physical and Computing Sciences, and Chemical and Life Sciences** **(ii) Upgrade some Academic Units into full-fledged Departments as follows:**	300,000,000.00	VC, DVC(Acad), Deans, Bursar	5 years
		---Bifurcate Biological Sciences into Biology, Plant Science & Zoology Departments. ---Bifurcate Mathematics Department into Statistics, Mathematics & Computer Science Departments. *(iii) Introduction of new Academic Programmes for Faculty of Science as follows:*	250,000,000.00		
		---Introduce Applied Physics ---Introduce Environmental Biology ---Introduce Molecular Biology, Nutritional Biochemistry and Environmental Biochemistry. ---Introduce Petroleum Chemistry. --Industrial Chemistry. --Energy and Chemical studies *(iv) Upgrading Academic units into Departments for College of Health Science as follows:* .Otorhinlarylnoology (Ear Nose and Throat)	950,000,000.00		

		---Anesthesia logy & Intentive Care ---Neurosurgery ---Ophthalmology ---Urology ---Orthopedic & Trauma medicine Orthopedic Surgery	950,000,000.00		
		(v) Establish Department of Physiotherapy	250,000,000.00		
		(vi) Establish Faculty of Dental Sciences.	200,000,000.00		
		vii Establish Department of Dental Surgery	200,000,000.00		
		(vii) Establish Institute of Urology	250,000,000.00		
		(viii) Establish Institute of Child Health	250,000,000.00		
		(ix) Establish Department of Medical Education	250,000,000.00		
		(x) Department of Family Medicine	100,000,000.00		
		(xi) Establish BSc Pharmacology programme	100,000,000.00		
		(xii) Establish Doctor of Medicine (MD) Programme in Clinical Sciences	100,000,000.00		
		(xiii) Establish PG In Medical Physics	100,000,000.00		
		(xiv) Establish Center for Zoonotic Diseases for Faculty of Veterinary Medicine	500,000,000.00		

		(xv) Mount the following new courses for the Faculty of Veterinary Medicine:
		   ---Fellowship Programme of the College of Veterinary Surgeons training in Veterinary Public Health and Preventive Medicine.
		   ---Masters Programme in Field Laboratory Epidemiology
		   ---Diploma Programmes in Veterinary Public Health
		   ---MSc Programmes In Veterinary Epidemiology as well as combined DVM/MPH (One
			750,000,000.00		

		Health Approach In Collaboration with College of Health Sciences ---MSc, M.Phil and PhD In veterinary Pathology (Clinical &Diagnostic pathology). ---MSc, M.Phil and PhD In veterinary Physiology, Biochemistry and other related areas. ---MSc and PhD in Veterinary Anesthesiology.			
		(xvi) Splitting of Department of Crop Science into Department of Crop Production (Agronomy) and Department of Crop Protection in the Faculty of Agriculture (**xvii**) **Establishment of new courses in the Faculty of Agriculture as follows:** ---Postgraduate Diploma (PGD) In Poultry Production ---Postgraduate Diploma (PGD) In Pasture & Range Management ---Postgraduate Diploma (PGD) In Animal Production Technology ---MSc Diary Science ---Diploma In Environmental Management ---MSc Wood Science ---Masters of Soil Science (MSS) ---Postgraduate Diploma (PGD) In Soil Management & Land Use Planning ---Postgraduate Diploma (PGD) In Agricultural Extension & Rural Development.	300,000,000.00		
		(xviii) Establish the following Departments in the Faculty of Education & Extension Services	350,000,000.00		

		---Department of Library and Information Science --Department Early Child and Primary Education	200,000,000.00		
		---Strengthen the Department of Adult Education and Extension Services in terms of staff and facilities. **(xix)Establish the following programmes in the Faculty of Education & Extension Services**: ---B.Ed Early Child care Education ---B.Ed Adult Education (Specialized) --- Early Child Care Education Center ---Bachelor of Library Information Science M. Educational Technology ---M.Phil and PhD Adult Education M.phil/Ph.D Curriculum Studies, Ph.D Curriculum Studies Ph.D Adult Education M.phil/Ph.D Educational Technology Ph.D Primary Education, ---M.Phil and PhD in Primary Education ---Ph.D. Primary Education. ---B.A/BSc.Ed Programme In Educational technology ---BSc.Ed Curriculum Studies ---B.Sc.Ed Social Studies ---B.Ed Guidance & Counselling ---B.Ed Educational Management ---B.Ed Educational Psychology ---MSc Clinical Psychology ---MSc Industrial Psychology ---Ordinary Diploma In Guidance and Counselling ---B.Sc.Ed Integrated Science	950,000,000.00	VC, Registrar, Provost (CHS) Deans	5 years

		---B.Sc.Ed Agricultural Science ---B.Sc.Ed Computer Science **(xx)To introduce the following programmes in the Faculty of Social Sciences:**			
		---M.SC. and Ph.D.in Banking and Finance in the Department 0f Economics.	100,000,000:00		
		--To establish programmes in Demography, Criminology and Community and Social Development in the Department of Sociology.			
		---To establish a Department of Mass Communication.	200,000,000.00		
		----To establish a Department Of Psychology,	100,000,000.00		
	(c) To increase admission into Science-Tbased Faculties	i**) Increase enrolment into the following programmes for College of Health Sciences:** - --MBBS to 150 ---BNSc to 50 ---Brad to 50 ---MSc Anatomy to 5 ---PhD Anatomy to 3 ---MSc Physiology to 5 ---PhD Physiology to 3 ---MSc Pharmacology to 5	150,000,000.00		
		Splitting Faculty of Arts and Islamic Studies in to: Faculty of Arts, and Faculty of Arabic and Islamic Studies. (ii) The Faculty of Arts will have the following Departments:			
		-Department 0f History& International Studies -Department of English and Literary Studies	150,000,000:00		

	To expand the faculty of Arts by establishing new departments	-Department of Linguistics -Department of French -Department of Mass Communication -Department of Nigerian Languages. The Faculty of Arabic and Islamic Studies will have the following Departments: -Department of Arabic Language Studies -Department Arabic and Literary Studies -Department of Islamic Studies -Department of Qur'an and Hadith Studies	150,000,000:00 150,000,000:00 250,000,000:00		
		(iii)To train the following number of students in the Faculty of Agriculture: ---700 students in B. Agriculture ---300 students in B. Forestry ----300 students in B. Fisheries ---250 MSc students ---30 PhD students per session (150) students in five years.	250,000,000:00		

(5) Upgrade Information and Communication Technologies (ICT)	*(a) Ensure effective communication access to information and learning opportunities at all locations within the University and beyond, as well as to all stakeholders to the University.*	(i) Systematically increase bandwidth from 12 megabits to 40 megabits per second.	75,000,000.00	Council, VC, Bursar, UDUNET	5 years
		(ii) Target a computer to student ratio of 1 to10.	550,000,000.00		
		(iii) continue to work with the private sector to develop and fund online administrative and e-learning services.	100,000,000.00		
		(iv) Provide campus-wide voice and video communication system.	50,000,000.00		
		(v) Set up a standard ICT Centre.	800,000,000.00		
	(b) To provide the University community and other stakeholders with the necessary skills required to operate, use and manage the ICT facilities through training and development programmes.	(i) Provide students with relevant skills to enable them fully utilize the ICT facilities.		VC, Bursar, UDUNet	5 years
		(ii) Come up with policy that will ensure that all students are ICT literate.	50,000,000.00		
		(iii) Encourage staff to continue to develop ICT skills in their official activities through specialized training in partnership with the private sector.	10,000,000.00		
			30,000,000.00		
(5) Upgrade Information and Communication Technologies (ICT)					

(6) Provide strong and vibrant administrative and support services	(a) To improve the performance of the administrative departments/units of the University.	Continue to support all categories of staff to acquire higher qualifications and new skills through the staff training and development. Collaborate with funding agencies, e.g. TetFund and PTDF, to secure more funding for staff training. To continue to ensure regular promotion of staff. To continue to provide housing for staff. To continue to assist staff schools for the children of staff.	150,000,000.00	VC, Registrar	5 years
				VC, Registrar	5 years
	(b) To enhance commitment to work.	(i) To continue to improve working conditions of staff and more welfare packages to ensure that staff are retained. (ii) To continue to provide housing for staff as much as possible. To provide more office accommodation and equipment to ensure conducive working environments for all staff. (iii)Continue to promote all categories of staff in line with the regulations. (iv) Continue to recruit more staff and train them in their specialties as well as in ICT	200,000,000.00		
(6) Provide strong and vibrant administrative and support services	(a) To improve the performance of the administrative departments/units of the University.	Continue to support all categories			

(7) Improve staff training and Capacity Building	(a) To develop appropriate programmes for the training of staff.	(i) Review the current staff training and development programme to make it easier for staff to acquire higher qualifications. To develop programmes for training of staff in ICT in view of its importance.		VC, Registrar	5 years
		(ii) Effectively utilize training support from PTDF, staff training and development scheme of the University, TetFund etc.			
		(iii) Improve staff training and development efforts in respect of the Library.	200,000,000.00	VC, Registrar, UDUnet	5 years
	(b) To attract and retain well-motivated and highly skilled personnel.	Recruit more staff to handle administrative matters in the Registry, Faculties, Departments and Units. To retrain Registry staff in ICT and modern office management.	100,000,000,.00	VC, Registrar	5 years
	(c) To achieve approved staff mix and staff-student ratios.	(i) Make efforts to redress the problem of understaffing in all areas, academic as well as non-teaching.			
		(ii)Intensify effective collaboration with relevant training agencies for staff training and development.	50,000,000.00		

| (7) Improve staff training and Capacity Building | (a) To develop appropriate programmes for the training of staff. | (i) Review the current staff training | | | |

(8) Strengthen and diversify the revenue base of the University	(a) To broaden the sources of internally generated revenue.	(i) Go into commercial farming, taking advantage of the available fertile land.		Council, VC, Bursar, UDUNet UDUCONS	5 years
		(ii) Reach out to individuals, organizations and the University Alumni for Financial support and/or consultancy.			
		(iii) Develop optional parking spaces and introduce charges for them.			
		(iv) Maintain a periodic review of cost of programmes and services.			
		(v) Partner with organized private sector to produce and patent some of the research output.			
		(vi) Go into partnership with the private sector in the area of ICT in order to further broaden the revenue base.	250,000,000.00		
	(b) To optimize the utilization of available funds.	(i) Ensure that the work force is put to effective use.		Council, VC, Registrar, Bursar	3 years
		(ii) Ensure that resource allocation is based on approved budget.			
		(iii) Put in place measures to strengthen the internal control system.			
			10,000,000.00		5 years
(8) Strengthen and diversify the revenue base of the University	(a) To broaden the sources of internally generated revenue.			Council, VC, Bursar, UDUCONS	

72

	(c) To attain and maintain at least a 15% annual growth in internally generated revenue.	(i) Re-organize all the existing income generating units.			
		(ii) Identify and harness all outfits and activities with revenue generating potentials.	5,000,000.00		
		(iii) Construct a befitting office accommodation for UDUCONS.	5,000,000.00	V.C	
		(iv) Engage a well-trained and competent business manager to handle and search for consultancy jobs.	250,000,000.00	Bursar	5 Years
		(v) expand the production of sachet water, commence the production of bottled water, syrup and other beverages at the UDUS water factory.	10,000,000.00		
		(vi) Establish a bakery.	200,000,000.00		
		(vii) Continue to vigorously pursue the search for consultancy work using all available and appropriate channels.	100,000,000.00		
			5,000,000.00		

(9) Developing Good Character traits among staff and students	*(a) To create atmosphere for desirable behavioural changes*	(i) Strengthen the Division of General Studies through the various courses offered as the medium for inculcating amongst students the important virtues of good manners, honesty, good citizenship and interdependence. (ii) Encourage student organizations that are committed to the promotion of University values. (iii) Provide effective orientation programmes especially to target new students to understand the real purpose of their stay in the University and to inculcate in them moral value consciousness. (iv) Encourage staff to serve as role models. (v) Attract students with excellent academic and moral credentials.	20,000,000.00	Council, VC, Registrar, SAD, Division of General Studies.	5 years
	(b) To provide appropriate platforms for students to solve their problems.	(i) Strengthen the guidance and counselling services of the University. (ii) Ensure the student academic advisers in all Departments rise up to their responsibilities	5,000,000.00 5,000,000.00	VC, Registrar, SAD	3 years
	(c) To eradicate examinations misconduct in the University.	(i) Insist all the application of existing laws and regulations. (ii) Improve on the effectiveness of examination misconduct committees.	5,000,000.00 5,000,000.00	VC, Registrar, Deans of Faculties.	5 years

	(d) To prevent and control the spread of HIV/AIDS, Malaria, Tuberculosis and other diseases.	Take relevant measures to raise health consciousness among students and other members of the University community.	10,000,000.00	Director Health Service, SAD.	5 years

(10) Developing Entrepreneurial skills	*To provide the enabling environment for creativity and development.*	(i)Develop and/or establish courses relevant to entrepreneurship in the division of General Studies and other relevant Departments. (ii) Create an enabling environment to promote multi-disciplinary training, teaching and research programmes on entrepreneurial skills. *(*iii) Ensure that adequate and relevant teaching facilities are provided for the smooth take off of the entrepreneurial development programme. (iv) Double the effort in working with the private sector to define a clear and comprehensive programme of cooperation, and to utilize the resulting partnership to optimize the use of resources. (v) Collaborate with industries for the Students Work Study programme to broaden the outlook of students for self-employment. (vi) Invite successful entrepreneurs to deliver lectures to students.	100,000,000.00	VC, Deans of Faculties, SAD.	5 years
(11) Promoting gender mainstreaming	*(a) Establishment of Center for Gender Studies to:*	(i) Promote and support research on gender issues. (ii) Create a database on gender issues. (iii)Increase contact (network) with other women centers in and outside the country.		VC, Registrar, Deans of Faculty	5 years

		(iv)Monitor National issues with a view to promoting effective integration of women for national development.	10,000,000.00		
	(b) To encourage women for greater responsibility	(i) Within the framework of national admission guidelines, increase enrolment of female candidates into degree programmes.		VC, Registrar, Deans of Faculty	5 years
		(ii) Step up recruitment of qualified female staff in the academics as well as non-teaching departments.			
		(iii) Encourage further the active participation of female staff in committees and other decision making organs of the University.			
		(iv) Enhance support for female staff to seek for and secure assistance for specialized training and conference attendance within and outside the country for the purpose of improving their competence.	10,000,000.00		

FUNDING STRUCTURE

I.II

1) Capital Funds

2) TETFund

      I)   Normal Intervention

      II)   Special Intervention

3) Presidential Intervention

4) Needs Assessment

5) Endowment

6) Internally Generated Revenue (IGR)

7) Research Grants/Funds

CHAPTER SEVEN

RESULT-BASED MONITORING AND EVALUATION

7.1 Introduction

Result-based Monitoring and Evaluation of the implementation of a strategic plan will constitute a systematic tracking of activities, and actions to assess progress as measured against specific targets and schedules included in the plan. It is the process of measuring the actual attainment of milestones against what are contained in the plan. Data and information on the implementation progress of Projects and Programmes are analysed and reported periodically to the various stakeholders. Effective monitoring helps to identify difficulties and problem areas and take immediate remedial action, thereby ensuring that targets are achieved. This helps the various stakeholders to remain alert to any shortfalls or deviations and take corrective actions. Regular reporting on the status of key performance indicators (KPIs), particularly for output and outcomes at various levels of implementation is necessary for record keeping and ensuring value for money.

7.2 Strategy Implementation Monitoring and Evaluation Team (SIMET)

A corporate strategy implementation monitoring and evaluation team is to be established by UDU's management. The team will follow up and ensure that strategies are implemented, performance is measured, progress reports are made and discussed, and corrective actions are taken where necessary.

7.3 Data and Information Collection Procedures

The UDUS' SIMET will develop and communicate the Monitoring and Evaluation Mechanism to be used throughout the implementation period. Elaborate data and information collection templates and procedures are to be developed to measure performance as per the indicators and reported to management. The strategic plan must be communicated to all stakeholders, and translated to work. The plan will

therefore be cascaded downwards to the lowest positions to help each member of staff to understand the plan for their respective roles.

7.4 Faculty, Departmental, Centres, Units and Individual Work Plans

Detailed work plans with clear performance indicators and responsibility for their achievement will be developed. The annual work plan will integrate and cascade the annual performance contract between UDU and its various stakeholders. Key performance indicators (KPIs) that will inform management decision making should be identified and the frequency of reporting on these indicators should be determined. This will form the foundation of the Monitoring and Evaluation (M &E) System.   Developing rolling annual work plans becomes necessary to allow for continuity throughout the plan period.

7.5 Progress Report

UDU will apply both quantitative and qualitative techniques to monitor the planned performance of its respective functional areas. The major techniques to be used shall include variance analysis, percentages and ratio analysis, as they apply to budget performance, revenue targets, and output and outcome targets. The Variance analysis will compare the performance targets with their actual results, identify variances and embark on remedial actions. The ratio may be calculated quarterly/semi-annually and annually, and the actual results compared with the target ratio. The difference will be identified and analysed.

To ensure effective reporting, regular review meetings at all levels should be scheduled to ensure implementation is on track. At least, quarterly review meetings at management level should be scheduled to get and give feedback. The strategic plan and its implementation is a top management responsibility, therefore progress reporting on the implementation of the strategic plan should be an agenda item in management meetings.

Progress reports will be prepared regularly by the implementing entities. The Strategy Implementation Monitoring and Evaluation Team will act as the internal consultant to assist the various implementing entities in preparation and presentation of reports. The reports will describe actions taken by entities toward achieving specific strategies, outputs and outcomes for which remain their responsibility as in the plan, to date.

7.6 Annual and Mid-Term Review

At the end of each financial year, a report will be produced and released to the stakeholders. It will evaluate the year's activities and indicate the extent to which the university has implemented the Plan. A comprehensive review of the strategic plan will be undertaken at the end of the third financial year. A review of the strategy implementation annually enables the revision, where necessary, of the strategies, the structure or the priorities for each year

7.7 Linking M&E to Annual Performance Contracts

All Plans must "degenerate" to work. The university's corporate objectives and targets will therefore be translated into Faculty, then departmental objectives and targets, which will in turn be translated into units and individual objectives and targets. The Performance Contract (PC) will be a principal monitoring and evaluation tool. That is the actual performance of various function at all levels, which will continually be monitored and evaluated at the end of the fiscal year against the agreed targets in the Performance Contract. The PC will also be used for staff appraisal which will in turn be used to reward superior and sanction poor performance. Key Performance Indicators (KPIs) will be used to monitor progress in performance and measurement of policy impact and value for money.

CHAPTER 8
CONCLUSION

This Strategic Planning Document of Usmanu Danfodiyo University, Sokoto, for the period 2019-2023, is the result of systematic and wide-consultations in which the various Faculties, Departments, Units, Support Services and other constituent groups were involved at different levels to ensure its production by a cross section of the University community.

In the light of this reality, the Plan has put in place frameworks by which, with the visionary leadership already in place, the University can adjust to changes and manage necessary challenges that may emerge in line with the requirements of the environment. It also offers strategies that will assist Usmanu Danfodiyo University, Sokoto, to make progress towards achieving its goals and therefore guarantee the realization of its vision. This is the embodiments of approaches to resource allocation that will enable the University deploy its human and material resources to maximum benefit.

In recognizing the dynamism of the environment, the strategic planning process is being considered as a continuous exercise. This is more so because, while the Vision and Mission of the University may, to a large extent remain the same, the environment will continue to change. The broad objectives will, however, also remain the same. What is strength today may become a challenge tomorrow, and what is now a threat may become an opportunity tomorrow.

It must be borne in mind that certain norms and values which have brought about the existence of the community must remain constant for it to continue to survive. In the case of the University, academic pursuit, in the form of teaching, research and community service remains paramount in the institution's value system. This strategic plan is designed to consolidate and further the pursuit of the valued objectives of the University.

Of course, it is important to emphasize that the achievement and realization of the University's mission and vision depend on full commitment and cooperation from all stakeholders, including the Government.

With collective resolve, the University looks forward to the attainment of success in confronting all the challenges that may emerge in the course of implementing this plan.