6. 0   STRATEGIC PLAN FOR UNIVERSITY LIBRARY

Introduction

The Library is the heart of any University. It helps students to develop critical thinking skills by connecting them to wide range of scholarly resources. It exposes staff to new technologies, innovations and findings in their area(s) of research.

As a new University library, there are many challenges, especially at this ICT age of fast, quick, easy and seamless access to information in many different formats. No library can afford to lag behind. Each library must adapt as quickly as possible to the changing environment to remain essential to the needs of its users, who have high expectations for the library in physical and virtual forms.

All campus libraries share the responsibility for supporting the University's information needs, and will pool knowledge, resources and personnel together to create efficiency. The main university library will coordinate activities of all campus libraries and ensure that they all work together to achieve the mission and vision of the University. To achieve this, the library will require the commitment of time and energy on the part of Library staff across campuses.

Vision of the library

To be the nerve centre of the University providing high quality resources for teaching, learning and research (in environments conducive for discovery can creativity) towards producing entrepreneurial graduates in various disciplines, capable of impacting positively on their lives and environment while being globally competitive.

Mission of the Library

Osun State University library aims:

- To be one of the world's best research libraries,

- To collect, organize, preserve and provide access to information in order to support the teaching and research aims of the University in particular and world wide in general;
- To act as legal deposit library for Osun State government publications;
- To maintain a university-wide institutional repository(IR),
- To recruit, train and retain most appropriate staff complement in order to achieve the highest quality of service with the limited resources available.
- To ensure adequate funding.

Strategic plan from 2008/2009 to 2012/2013

This strategic plan is designed in response to the University planning efforts. A 5-year strategic plan encompassing the vision and mission of the library is presented as follows;

S/N	Thematic Area	Activity	Strategy	Requirement	Time - Frames					Financial sustainability	Responsibility for Action	Performance Indicator
					2008/2009	2009/2010	2010/2011	2011/2012	2012/2013			
1.	Staffing	Recruit and retain well qualified and highly motivated workforce	To recruit well qualified professional, paraprofessional and support staff	Place advertisement for staff	On-going	On-going	On-going	On-going	Review	University funding	i. Vice-Chancellor ii. Registrar iii. University Librarian	Adequate and competent workforce
2.	Library collection	The library will organize, process and maintain a rich collection of print and electronic resources for staff and students development	i. Develop a robust collection development policy ii Acquire up to date information materials, both print and electronic iii. Liaise with teaching staff in selection of relevant titles iv Purchase	Implement the library collection development policy	On-going	On-going	On-going	On-going	Review	University funding and grants	Vice-Chancellor Librarian	Well stocked and equipped library

			multiple copies of key texts								
			v. Subscription to e-resources (e journals & e books) will be given priority								
			vi Build a virtual infrastructure to ensure fast access and seamless information								
			vii. Equal attention will be given to both print and e-resources								
			viii. Provide access to online resources through the internet								
			ix. Be a legal depository of Osun State Government publication as its part of maintaining								

No.												
			national archive									
			x. Acquire and preserve all publication of the University with the aim of forming Institutional Repository (IR)									
			xi. Keep the University past examination questions for students use									
3.	Library services	The University will provide services that will be user focused	i. The library will host a website ii. Automate library services iii. Subscribe to a library management software to host its online public Access Catalogue iv. Get hooked to the internet and world wide web so that	Library building, ICT equipment and improved power supply	On-going	On-going	On-going	On-going	Review	University funding and grants	i. Vice-Chancellor ii. University Librarian	Efficient library services

			users can have access to unlimited information									
			v. Hold outreach programmmes to educate the public on the activities of the library									
			vi. Collaborate with other libraries regionally, nationally and internationally e.g inter-library co-operation									
			vii. Train staff and students in the use of new services to ensure they are equipped with appropriate library use skill									
			viii Embark on public relations strategies to promote the resources,									

| | | | programmes, faculties and services of the library | | | | | | | | | |

No.	Item	Objective	Strategies	Output						Source	Responsibility	Expected outcome
4.	Library space	To provide functional and technology-equipped library space	i. Laying foundation and completion of the main University library at the main campus, Osogbo and enlargement in all campuses ii. The new library building will accommodate computers, library commons and take care of special needs e. g. physically disadvantaged students. iii. Students and faculty will be provided with more flexible spaces iv. Each campus	Library building with ICT equipment	On-going	On-going	On-going	On-going	Review	University funding	Vice-Chancellor University Librarian	Conducive library with adequate sitting capacity as recommended by NUC

			library will be renovated v. Reading rooms will be provided in each campus									
5.	Funding	To ensure adequate funding of the library's activities	i. The library will seek both internal and external funds from local and international agencies ii. Train library staff in the area of writing grant proposals	Write proposals for grant	On-going	On-going	On-going	On-going	Review	University funding, local and international grants	University Librarian	Substantial funds to execute library activities

7. 0   STRATEGIC PLAN FOR ACADEMIC SUPPORT UNITS

7.1   INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) UNITS

Introduction

Creativity and innovation are needed to succeed in our academic endeavours and in the enabling services and technology that support them. Our reputation is built on equity and sustainability and our desire to create a unique institution committed to pursuit of academic innovation, skill based training and a tradition of excellence in teaching, research and community service requires that we consider global issues.

Paradigm shifts in research and education, ICT trends and our multi-campus system present us with issues relating to managing information resources, volumes of data, physical spaces, communication and engagement. ICT provides the critical enabling services that strengthen education and research. It facilitates global partnerships and helps define our point of difference. It requires planning and budgeting approaches that allow flexibility while retaining firmness of purpose as technologies rapidly evolve around us.

Flexibility and connectedness will be the hallmark of ICT services that support our academic and administrative activity. ICT generally, will need to meet common local requirements across the University while promoting as well as providing financially sustainable services.

This document, the UNIOSUN strategic plan 2008/2009 to 2012/2013 was developed after considerable study and analysis of the existing challenges and obvious UNIOSUN community ICT needs during 2008 and 2009. It aims to focus attention on the need to holistically plan for the University's ICT for 2010 and beyond. It deliberately avoids an approach that looks only at current needs; rather it describes a vision for the not-to-distant future and outlines high level strategies to achieve it.

The above notwithstanding, the University and indeed our college faces a number of challenges in ICT. Among these challenge is the need for a reliable and an expanded network system through an enhanced bandwidth. The pressure to expand access to educational programmes and to improve on the existing service-delivery level adds impetus to the need to strengthen the ICT facilities at the University, including innovations such as e-learning.

This document is primarily intended for the leaders within the Osun State University who are positioned to make investment decision relating to the development and provision of ICT related infrastructure. It is also intended for members of the ICT unit, inclusive of those who develop, manage and support both people and tools for information management and sharing.

How?

Guaranteed access to relevant and authorized information

- Provide infrastructure for connectivity (WiFi, UTP, Fiber, Public Access Laboratories)

- Provide sufficient internet bandwidth (Intrnet and internet)

- Implement access control technologies (Authentication, authorization, accounting, content filtering)

- Implement access monitoring technologies (Usage, measurement, forecasting and planning)

The deliberate and efficient application of ICT to; teaching, research, administration, support services (Engineering and maintenance services, facility management, premises security, etc)

- Development and deployment of information systems for computerization and automation

- Provision of IT teaching tools (Interactive board teaching, multi-campus teaching, on-line/virtual libraries)

- Continuous relevant training and skill acquisition programmes for staff and students in application of ICT

Assist in the reduction of internal operating cost of the University thereby also achieving a high return of (ICT) investment

- Strategic vendor partnership

- Volume licensing

- Negotiated extended warranties

- PPP initiatives

- Utilizing local capacities in technology development

Our Operations

i. Network infrastructure and enterprise services

- WAN infrastructure (Design, configuration and installation)

    o   Outdoor units

    o   Modem

    o   Routers

    o   DNS

    o   IP address space management

- LAN infrastructure (Inter-building and Intra-building)

    o   Data centre management

    o   Network Media (UTP, Fiber) design and installation

    o   LAN switching configuration and installations

    o   Network access control

- Wireless infrastructure

    o   Design, configuration and installations

- E-mail and storage services

    o   Email (IMAP, POP, Remote storage)

    o   Storage services

- Internet access

    o   Proxy servers

    o   Network security (Authentication, firewall, NAS)

    o   Monitoring

- Web solutions

- Database services

ii. Application development and support

- E-learning and LMS

- Library services (On-line/virtual)

- Office automation services and support

- Collaboration tool (Wiki, blogs, forums)

- Portal services

- Information systems development and support

- Client application development

- Software acquisition development

- Software acquisition licensing

iii. Client services and user support

- Help desk

- Laboratory services

- Field engineering

- Internet access centers

- Client security

- Client application support

- Hardware repairs

- User training services

- Intern management

- Facility and space management

- Power solution

iv. Business solution and office management

- Business solutions

- Commercial services

- Office administration

- Office finance

- Stores and inventory

- Logistics and welfare

v. Strategy and development

- Policy

- Research and development

- Staff training and capacity building

- Innovation

- Linkages and partnerships

- Project management

- Contracts and agreements

- Legal services

- Collaborations

Strategic plan 2008/2009 to 2012/2013

A 5- year strategic plan for the unit covering the period 2008/2009 to 2012/2013 is presented as follows;

S/N	Thematic Area	Activity	Strategy	Requirement	Time - Frames					Financial sustainability	Responsibility for Action	Performance Indicator
					2008/2009	2009/2010	2010/2011	2011/2012	2012/2013			
1.	Learning management	The provision of a unified online education environment delivery	Making it easier and simpler for student to participate in learning activities and making a wider range of educational tools available for staff to deploy as appropriate for lecture	Adequate ICT Infrastructure on all campuses	Proposed, approved and tested on open source platform	Awaiting support from Mgt. for deployment. Enhancement and maintenance in progress	On-going	On-ging	Review	University funding	i. Management ii. ICT Directorate	Functioning e-learning facilities
2.	Educational	Assist in the	i. Support the	Adequate ICT	-	-	On-	On-	Revi	University	i.	High

	technology innovation	provision of a high quality learning experience support	distributed colleges by providing educational experiences delivered at one campus to other campuses	Infrastructure on all campuses			goin g	goin g	ew	funding	Manageme nt	quality learning e-learning service
											ii. ICT Directorat e	
			ii. Propose provision of lectures online, including: MP3 downloading, web casting and pod casting, live video streaming of lectures, video conferencing, archiving of video lectures for future use by									

			students and staff iii. Encourage and support use of existing electronic star boards and data projectors for content delivery iv. Propose procurement and deployment of lecterns for lectures and conferences									
3.	Specific education tools and application	To develop proposals for the use of appropriate educational tools and	Propose and facilitate training and deployment of ICT related, labs,	Competent personnel and software packages	-	-	On-going	On-going	Review	University funding	i. Management ii. ICT Directorat	High quality learning e-learning service

No.												
	application in all colleges of the University	tools and application for GIS, Agriculture, Lifelong learning, Law, Management and social science , Education, Medical, Science and engineering study, content delivery and practice									e iii. Relevant staff of colleges	
4.	Enterprise Resource Planning (ERP)	To develop appropriate administrative support e-platforms	Streamline transaction processing through introduction of employee and manager self-service, collaboration and	Management and Administrative staff	-	-	On-going	On-going	Review	University funding	i. Management ii. ICT Directorate	E-driven administrative service

			workflow applications										
			Developing and nurturing partnerships with administrative information owners and providers										
			Provide recommendation for choosing, procurement and deployment of finance, HR/payroll application services.										
			Provide support for deployed applications										
5.	Student	To put in	Provide	Cooperation	-	-	On-	On-	Revi	University	i.		E-driven

	management systems	place effective student administration	robust and effective student administration for the University with web based functionality for fees, admissions, and course progression	of staff and students of all colleges			going	going	ew	funding	Management ii. ICT Directorate	student management system
6.	Web technologies/web strategy	To develop and maintain the University website	i. Streamline public website to better position UNIOSUN to attract undergraduate students, and leading research, teaching and general staff as well as position	ICT infrastructure and competent personnel	Website designed and implemented by vendor	-	In-house developed website on lamp stand technologies	On-going	Review	University funding	i. Management ii. ICT Directorate	Functioning and well maintained website

			UNIOSUN to engage with partners and benefactors									
			ii. Redevelop University public website with a view to showcasing key areas such as research achievements and advancement /marketing campaigns events, breaking news and facilities available									
			iii. Separate public and intranet content to									

			make relevant information easier to locate, improve security for intranet content iv. Improve content maintenance and delivery processes to minimize unnecessary duplication of content and resources by allowing portions of content to be re-used in more than one place									
7.	Web technologies/p	To develop and maintain the	Establish guidelines and the	Student and staff portal designed and	On-goi	On-goin	On-goin	On-goin	Revi ew	University funding	i. Manageme	Well maintaine

No.												
	ortal platform	University website	accompanying resourcing to facilitate a meaningful watching brief an alternate enterprise portal products	developed by vendor-Lampstand technologies	ng	g	g	g			nt ii. ICT Directorate	d website
8.	Workgroup collaboration support	To enable staff and students to collaborate more effectively, across multiple sites	i. Provision of integrated solutions to provide shared document spaces, mobility support, instant messaging, presence awareness and web conferencing (in addition to email calendar)	i. Efficient ICT infrastructure ii. E-mail deployed by vendor-Lampstand technologies	On-goi ng	On-goin g	On-goin g	On-goin g	Revi ew	University funding	i. Manageme nt ii. ICT Directorate	Efficient informati on sharing

			ii. To design and deploy standard flow and work practices, improving quality and efficiency of services									
			iii. UNIOSUN staff who travel or work from multiple locations will have the benefit of much more advanced methods to collaborate anywhere, anytime, and on arrange of devices									
			iv. Advanced collaboration									

| | | | services will make much easier for researchers to participate in a wider range of research activities and relationships, regardless of location, or university affiliation

v. All students will benefit from improved functionality of services over what is currently available, making it easier to work in groups and to provide additional | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|

			ways for academic staff to engage with students										
9.	Cabled data network	Ensure adequate access to data through cabled data network	Provision of network data points in all University college buildings, studio building, ICT building and on-going proposed buildings Cable network to serve as the backbone for increased opportunities for video, audio, voice and related rich media/mixed	Propose and deploy network data point for each college building	On-goin ng	On-goin g	On-goin g	On-goin g	Revi ew	University funding	i. Manageme nt ii. ICT Directorat e	Provision of cabled data services

		media content across the full spectrum of applications and services from courseware through to research and administrative function of the University										
10.	Wireless data network	Ensure adequate access to data through cabled data network	i. Deployment of a robust wireless network to complement the existing and on-going cabled network infrastructure to allowing students and	Wireless network equipment	On-going	On-going	On-going	On-going	Review	University funding	i. Management ii. ICT Directorate	Efficient wireless data network service

			staff to connect from a variety of locations to the UNIOSUN network and the internet, accepting connections from desktops and laptops										
			(80% wireless coverage for SET building in 2008)										
			ii. Use wireless services to provide for educational and research conferences and University										

			guests									
			iii. Accountability: Emphasis on user authentication, usage monitoring and charging									
			iv. Authentication: Secure authentication for staff and students accessing the wireless network									
11.	Internet services	Provide internet services to support University operations	i. Deploy internet services including provision and management of gateways (proxies, remote	Internet facilities and services deployed at 5 colleges	On-goi ng	On-goin g	On-goin g	On-goin g	Revi ew	University funding	i. Manageme nt ii. ICT Directorat e	Efficient internet services

			access etc), capacity, bandwidth and router management ii. Provide high speed and high availability access to the internet via the cabled and wireless network with sufficient iii. Utilize the internet to access UNIOSUN network from all colleges via wired access and dial-in access using Virtual Private Network (VPN)										

			facilities									
			iv Security: Internal/exter nal secure access to resources for research, education and administrativ e functions of the University for staff and students. Also, includes authenticatio n and access control for devices connected to the network									
			v. Ensure collaboration : Increase use of the networked									

12.	ICT Consultancy services	Offer consultancy services in the university host communities and beyond	i. Introduction of a fee levy on students/staff for internet access ii. Running of short courses on computing	Competent personnel	-	-	On-going	On-going	Review	University funding	i. Management ii. ICT Directorate	Income from consultancy services

application to aid collaboration at a distance over all facets of the University's operations

vi. Accountability: Secure authentication for staff and students accessing the internet

			and computers to generate revenue										
			iii. Providing consultancy services on ICT. A business support consultancy sub-group is been proposed which will operate under the name of UNIOSUN IMTC consult that is developing business plan for its operation										
			iv. Engagement in joint ventures with										

			software development organizations, especially in offering business management and financial solutions to SMEs, Local Government Councils, private secondary schools and other sectors									

7.2   UNIVERSITY HEALTH SERVICES CENTRE

SWOT Analysis

Strength

  i.   Each campus now has Health centres

  ii. Some Health centres have little equipment to work with.

  iii. Some personnel (Medical Doctors and Nurses) are now on ground in all campuses.

  iv. Considerable drugs are available.

  v.   Each campus now has ambulance.

Weaknesses

  i.   Limited resources (Human and Capital).

  ii. Poor power supply.

  iii. Poor road network and inadequate water supply.

  iv. Inadequate internet facility.

Opportunities

  i.   Capacity building workshop for medical staff as well as local and international training programmes.

  ii. Availability of web based structure to effect the ICT –driven essence of the University.

  iii. Attraction of able, competent and professionally qualified hands.

Threats

  i.   Funding

  ii. Incessant power outages.

  iii. Staffing/staff turnover

  iv. Computerization of operations.

  v.   Store keeping/administration

STRATEGIC PLAN 2008/2009 to 2012/2013) A 5-year strategic plan is hereby put in place as a guide towards attainment of the vision and mission of the college within the plan period.

S/N	Thematic Area	Activity	Strategy	Requirement	Time - Frames					Financial sustainability	Responsibility for Action	Performance Indicator
					2008/2009	2009/2010	2010/2011	2011/2012	2012/2013			
1.	Infrastructure-Functional health centres	To provide qualitative health service for members of the University community	i. Osogbo ii. Okuku iii. Ipetu Ijesa	Hospital building, medical equipment and medical personnel	On-going	On-going	On-going	On-going	Review	University funding	i. Vice-Chancellor ii. Deputy Vice-Chancellor	Functioning health centres
2.	Work in progress infrastructure-Health centres	To provide qualitative health service for members of the University community	i. Ikire ii. Ejigbo iii. Ifetedo	Hospital building, medical equipment and medical personnel	-	-	On-going	On-going	Review	University funding	i. Vice-Chancellor ii. Deputy Vice-Chancellor	Functioning health centres
3.	Staff development and welfare	To explore and utilize all opportunities for staff development	i. Staff training/conference/workshop ii. Exchange programme	i. Local and international grants to attend training, conference and workshop	On-going	On-going	On-going	On-going	Review	University funding and external grants	i. Vice-Chancellor ii. Deputy Vice-Chancellor	Well trained and highly motivated staff

			iii. staff club with facilities iv. Sourcing grants for research	ii. In-house resource persons									
4.	Projected staff		i. Osogbo ii. Okuku iii. Ipetu Ijesa iv. Ikire v. Ejigbo vi. Ifetedo	Provision of medical and support ph personnel at all health centres such as; i. Doctor ii. Nurse iii. Attendant iv. Pharmacists v. Medical record Officer vi. Drivers vii. Others									

5.0 CONCLUSION

The university has functioned effectively within the short time since inception. However, for its continued growth and the effective implementation of its mandate, more emphasis should be placed on improving its staff base through the recruitment and retention of highly qualified and experienced personnel and the mounting of attractive programmes for the teeming students' population. High degree of performance efficiency should be entrenched into its operations on all aspects and at all levels. With this, its rapid ascension to a world class status would be achievable in record time.