



OSUN STATE UNIVERSITY

STRATEGIC PLAN

2012-2016

TABLE OF CONTENTS

PROSE

1.0	Chapter One: General Background	3
2.0	Chapter Two: Information and Communication Technology (ICT) and University Governance	7
3.0	Academic Planning	9
4.0	Quality Assurance	13
5.0	Research and Linkages	15
6.0	Library Services	17
7.0	Student and Staff Welfare	19
8.0	Sports and Recreation	21
9.0	Community Relations	23
10.0	Development Office	26
11.0	University Estate and Security	28
12.0	Funding	33

Appendices

Appendix A: Activity Tables

Chapter 2A:	Information and Communication Technology (ICT) and University Governance	35
Chapter 3A :	Academic Planning	44
Chapter 4A:	Quality Assurance	51
Chapter 5A:	Research and Linkages	53
Chapter 6A:	Library Services	56
Chapter 7A:	Student and Staff Welfare	61
Chapter 8A:	Sports and Recreation	68
Chapter 9A:	Community Relations	71
Chapter 10A:	Development Office	76
Chapter 11A:	University Estate and Security	79
Chapter 12A:	Funding	100
Appendix B:	Strategic Plan Development Team	104
Appendix C:	Funding	107
Appendix D:	Focussed Group Discussion	110
Appendix E:	List of Acronyms in the Document	117

CHAPTER ONE: GENERAL BACKGROUND

1.1 Introduction

Osun State University (UNIOSUN) was licensed by the National Universities Commission (NUC) on the 21st of December, 2006. It thus became the 30th State University and 80th in the Nigerian University system, two key positions that are reflected in its logo as 30 80. It is owned by the Government and people of Osun State. The State Governor is the Visitor to the University.

The University commenced academic activities on 21st September, 2007 as a multi-campus, collegiate institution, with six campuses located in the six geopolitical zones of the State. The campuses are:

1. Osogbo, the Main Campus, which houses the College of Science, Engineering and Technology and the College of Health Sciences;
2. Okuku, which houses the College of Management and Social Sciences as well as the Centre for Human Resource Development and Life-Long Learning;
3. Ikire, which houses the College of Humanities and Culture;
4. Ejigbo, which houses the College of Agriculture;
5. Ipetu-Ijesa, which houses the College of Education; and
6. Ifetedo, which houses the College of Law.

The pioneer students of the University commenced lectures on 21st November, 2007 and graduated on 21st May, 2010.

1.2 Officers of the University

Visitor:	Ogbeni Rauf Adesoji Aregbesola, Governor of Osun State
Chancellor:	His Imperial Majesty, Oba Okunade Sijuwade, Olubuse II, Ooni of Ife
Pro-Chancellor:	Vacant
Vice-Chancellor:	Professor Sola Akinrinade
Deputy Vice-Chancellor:	Professor Ganiyu O. Olatunde
Registrar:	Dr. Julius O. Faniran
Acting University Librarian:	Dr. Michael Olaosun
Bursar:	Alhaji Fatai A. Lasisi

1.3 Vision, Mission, Philosophy and Objectives

1.3.1 Vision

The Vision of the University is to be a Centre of Excellence providing high quality teaching and learning experiences that will engender the production of entrepreneurial graduates capable of impacting positively on their environment while being globally competitive.

1.3.2 Mission

The Mission is to create a unique institution committed to the pursuit of academic innovation, skill-based training and a tradition of excellence in teaching, research and community service.

1.3.3 Philosophy

UNIOSUN recognizes education as the engine of national development as it is established on the philosophy that to be relevant, education must be continually responsive to the changing imperatives of socio-economic and technological development of the nation. Essentially, the University shall seek to raise men and women imbued with requisite skills, knowledge and competencies to be the arrow heads of the socio-economic and technological development of Nigeria in general and Osun State in particular.

1.3.4 Objectives

In a bid to achieve its mission, Osun State University shall be firmly committed to offering students of widely varied ages, backgrounds, interests and needs, a broad range of educational opportunities and experiences which will enable them function as productive members of the society. Its objectives shall be to

- a) provide a wide range of quality learning opportunities for undergraduate and postgraduate students without distinction of race, creed, sex, religious or political conviction that will enhance their best intellectual, social and personal development;
- b) provide academic, professional and vocational training of high quality in such a way as to enrich and improve the state, national and international human resource capabilities and assist its graduates to contribute to the common good of the society;
- c) promote high standards of teaching and scholarship as well as encourage participation in professional activities;
- d) foster academic research, which contributes to human knowledge and the vitality of the institution;
- e) encourage thoughtful and responsible staff and student participation in local, state, national and international affairs;
- f) maintain the highest academic standards in respect of University degrees and other awards so as to preserve and protect their integrity;
- g) evolve academic programmes to suit the changing social and economic needs of the society through continuous review of curricula and development of new programmes to respond to societal and technological changes;
- h) advance human culture and improve human life through the development, refinement and dissemination of knowledge in order to prepare competent graduates to meet the developmental needs of Osun State in particular and Nigeria in general;
- i) institute such offices as the purposes of the University may require, appoint persons to and remove them from such offices, and to prescribe their conditions of service;
- j) prescribe rules for the discipline of staff and students of the University;
- k) establish, maintain, administer, govern and supervise places of residence for officers and students of the University;
- l) institute and award fellowships, scholarships, prizes and other aids to study and research;

- m) make provision for research, designing, developing, testing, advisory and consultancy services and with these objects to enter into such arrangements with other institutions or public bodies as may be thought desirable and to charge the users of such services such fees as may be thought desirable;
- n) print, reproduce and publish works of research and such other works as may from time to time be thought fit by the University;
- o) sell or provide for reward or otherwise such books, stationery and other goods and services as may be deemed expedient and consistent with objects of the University;
- p) demand and receive fees and procure contributions to the funds of the University and to raise money in such other manner as the University may deem fit;
- q) act as trustees or managers of any property, legacy, endowment, bequest or gift for purposes of education or research, or otherwise in furtherance of the work and welfare of the University, and to invest any funds representing same in accordance with the provisions of applicable statutes and regulations;
- r) relate its activities to the social, cultural and economic needs of the people of Osun State and Nigeria;
- s) be a world-class university based on a reputation for quality and integrity in all aspects of the tripartite functions of a university; and
- t) do all such other acts or things as may advance the objects of the University.

1.3.4.1 Strategies for achieving Stated Objectives

The strategies to be employed to achieve the stated objectives shall include the following:

- a) Provision of adequate funds and requisite infrastructure for the sustenance of the teaching, learning and research activities of the University;
- b) Continuous recruitment of high-calibre and experienced academic, technical and administrative staff in the appropriate numbers and mixes to ensure the actualization of the high quality teaching, research and community service for which the University shall strive to be reputed;
- c) Mounting of multi-disciplinary and interdisciplinary academic programmes emphasising the acquisition of critical thinking and hands-on skills, and the provision of a conducive environment for mentoring;
- d) Formulation and implementation of endowment and fund-raising strategies to ensure a sustainable and constant inflow of funds from diverse sources, for the execution of programmes and activities of the University;
- e) Provision of effective student support service schemes for guidance and counselling, scholarship schemes for bright and indigent students as well as work-study programmes;
- f) Implementation of the approved Academic Brief document which will be the blue print for the orderly academic development of the University;
- g) Meticulous implementation of the approved Physical Master Plan to guide the planned and orderly physical development of the University;
- h) Establishment and sustenance of linkages and collaboration arrangements with international development partners, funding agencies, universities and other institutions.

1.4 Methodology adopted for the Strategic Plan

The methodology approach adopted for this study is the bottom-up approach. This involved getting every stakeholder to make input into the whole process from the onset to the point of concluding the final draft. Five main elements of the process can be identified and are presented below:

- i. Development of Departmental/College Strategic Plan: Each department and college was encouraged to prepare a plan for the next five years. These were used as key inputs into the larger plan.
- ii. Initial stakeholders' meeting on the Strategic Plan: A meeting of all major stakeholders in the university was convened to present and discuss the initial plan drawn up with the suggestions from the various departments and colleges.
- iii. Formation of Focal Study Groups: After the Initial stakeholders' meeting, Focal Study Groups were constituted to integrate the various suggestions that came up from the stakeholders meeting into the sectors of interest in the Strategic Plan. The groups were given the mandate to do all that was necessary to get required information about the various sectors which can help in coming up with a suitable strategic plan for the University. These groups met several times to prepare reports that eventually went into the final document.
- iv. Focused Group Discussions (FGDs) and In-depth Interviews: These were conducted to obtain inputs from various groups from the various campuses and communities hosting the university. In developing the Town and Gown component of the strategic plan for instance, the Strategic Planning Committee did not only paid courtesy calls to heads of communities but organized FGDs with them and conducted in-depth interviews with opinion leaders in the communities.
- v. Plenary meetings of all groups: These were held on the Main Campus and at the Royal Park Hotel, Iloko, in putting together the final draft. The focus of the meetings was to jointly review inputs from the different focal groups and synthesise.

1.5 The structure of the Document

The document is organized into two main components: the prose and the activity tables. The prose contained the discussions on the situation analysis, strategic objectives and activities for each sector while the activity tables spells out in detail what actions are actions are recommended for each sector, their priorities, the indicators to measure their implementation/ effectiveness and the cost of implementing them.

CHAPTER TWO

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AND UNIVERSITY GOVERNANCE

2.1 Introduction

Building a 21st century world class university requires the deployment of an efficient Information and Communication Technology (ICT) infrastructure. Furthermore, to realise the Vision of UNIOSUN, it is imperative that governance is ICT driven.

2.2 Situation Analysis

Osun State University is one of the twelve universities that the Federal Government designated as centres for the deployment of e-learning technology in Nigeria by the Federal Executive Council Paper of 13th November, 2011. This is a key mandate that is driving development activities in the centre.

2.2.1 Locations of University Campuses

Spread over six campuses in the six geopolitical zones of the State, the governance of UNIOSUN is centrally coordinated. Therefore, members of staff often need to travel across the State to support the University's Committee System. ICT is relied upon to reduce the challenges associated with this.

2.2.2 ICT facilities

Currently, communication is primarily done with Global System for Mobile Communications (GSM) and this is expensive. Deployment of ICT in teaching, research and services is limited. Capacity of networking equipment on all campuses is low – nowhere higher than 1.8m dish with 2 watts Block Up Control (BUC) on all campuses except in Osogbo Campus which has 5watts BUC. The total bandwidth available in all the six campuses is 1.2MB/3.25MB per month. This is far below an estimated 10MB required for governance, and a projected 20MB to accommodate the needs of the students' population which will be more than double by the year 2016.

2.3 Strategic Activities

In the 2012-2016 strategic plan, the University plans to develop an ICT infrastructure and best practices guideline to aid system administration. In addition, ICT will move from being an overhead cost to a central tool to achieve the University's goals.

To expand services and infrastructure, linkages with national and international bodies will be strengthened. Fibre optic cables will be laid to improve communication. In addition, Voice Over Internet Protocol (VOIP) and Learning Management System (LMS) will be deployed across campuses. To make all of this a reality, an ICT policy will be developed and would include strategies to expand ICT applications and ensure its sustainability. It will contain a management plan to include a broad inventory of existing infrastructure and estimates of their life cycles. A Data Centre will be created in each campus to support individual and collaborative activities.

The Information Management and Technology Centre (IMTC) will be strengthened to support ICT integration into curriculum development and delivery. A technical committee will be constituted at the Computer Centre to ensure that academic and administrative activities in the University are maximally exploiting the potentials of ICT for quality service delivery.

The University will commit 10% of its annual budget to ICT to guarantee sustainability. The ICT potentials will also be explored in improving the IGR of the University. For instance, innovative provision of Internet access will be done to make services attractive to staff and students and at the same time profitable for the University. The real access to Internet facilities will be increased from two to eight hours per day by 2016. This, together with sensitization workshops will encourage staff to appreciate the use of Internet as essential tool for effective teaching and learning as well as administrative functions. By 2016, it is expected that subscription of staff and students to ICT services will increase from its present 3% to 70%.

Other specific activities that would be engaged in to make ICT a tool for governance and or generate more benefits from ICT in governance include:

- Total computerization of Bursary, Audit and Administrative processes, including examinations and transcripts; admission and payment of fees, human resource administration, committee administration
- Enhanced accessibility to online educational resources for students and staff
- Capacity building in ICT use for staff and students.
- Acquisition of appropriate software to support web-aided teaching, learning and research
- Provision of ICT resources for teaching in all classrooms and Lecture Theatres
- Strengthening community and alumni relations with ICT.

***Priority rating attached to these activities are missing while indicators for monitoring progress are not developed. Finally, who are the officers responsible for these activities???

CHAPTER THREE: ACADEMIC PLANNING

3.1 Introduction

The Academic Planning component of the Strategic Plan of the University addresses three main areas: increasing students' population to the target figure of 10,000 by the year 2016, recruitment of more competent academic staff to take care of the expected increase in students' population and ensuring that graduates are entrepreneurially oriented to meet the needs of the State, country and global community at large. Issues relating to these three areas are discussed below.

3.2 Situation Analysis

The students' enrolment figures during 2010/2011 academic session was 4,764, with females representing 49.9% (2,375 students) and males representing 50.1% (2,389 students). This is a significant increase from a population of 596 at the onset in 2007/2008 academic session. With the anticipated admission quota of 1,400 students for the 2011/2012 session, the expected total student population will be 6,164. The target of the University is to increase students' population to a total of 10,000 by the year 2016.

3.2.2 Strategic Activities

To meet the target, the University has to

- a) build and upgrade academic and teaching facilities to cope with expected increase in student population;
- b) complete on-going buildings and lecture theatres on various campuses that will increase teaching and laboratory/workshop/studio spaces;
- c) recruit more academic staff to cope with the expected increase in student population;
- d) introduce new academic programmes that will attract more students to the University including specialized programmes; and
- e) increase students' enrolment through the mounting of non-conventional programmes.

3.2.2.1 Priority

Except for the introduction of new academic programmes whose priority is Medium, the priority rating for all the other activities is High, and they would take place from 2012 to 2016.

3.2.2.2 Indicators

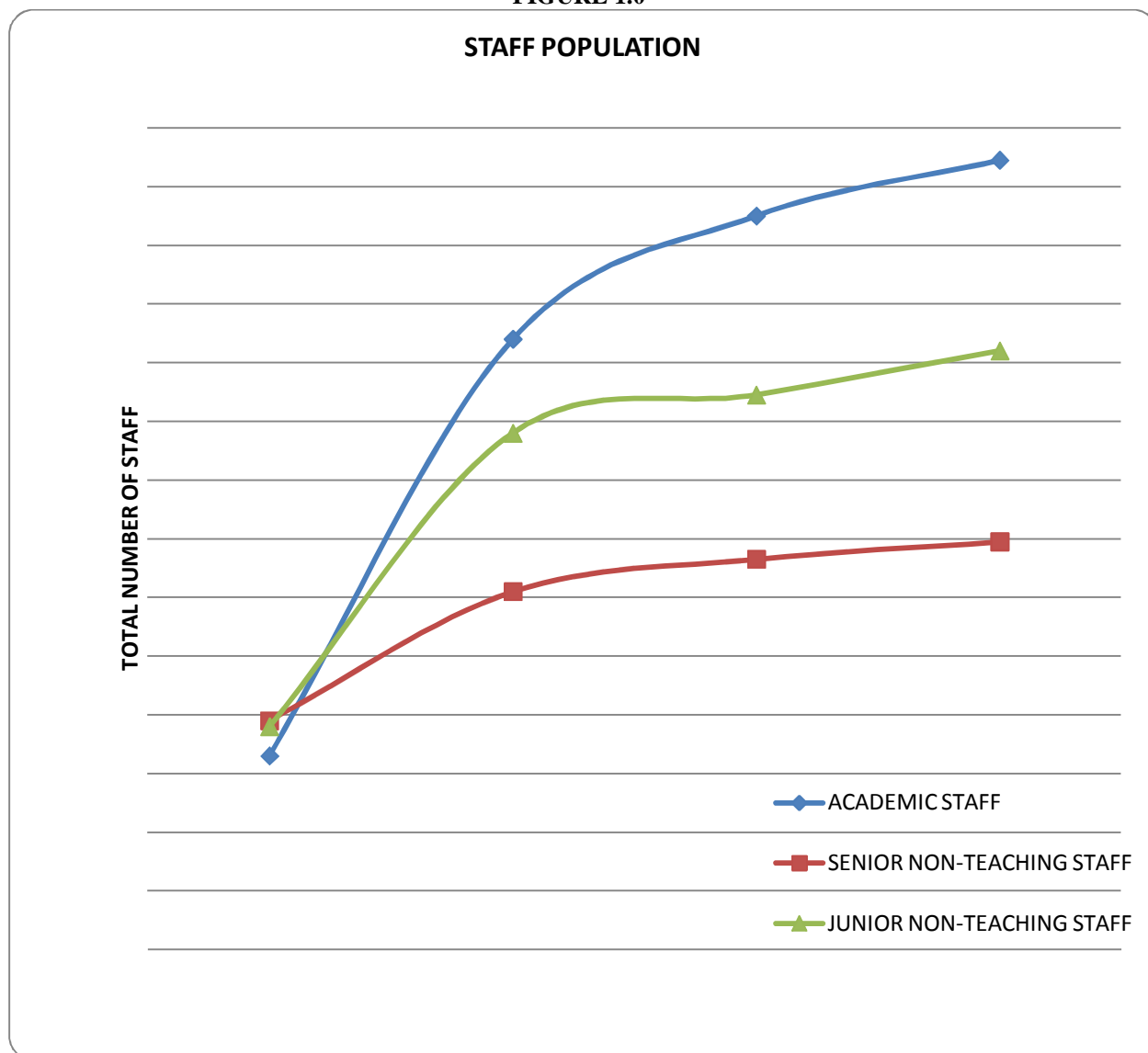
The indicators that the activities have been undertaken will be reflected in the increase in the enrolment of students in the University, number of non-conventional and new academic programmes mounted in the University and the existence of appropriate staff-student ratio in all academic programmes run by the University.

3.3 Staff Strength

3.3.1 Situation Analysis

The staff strength of the University as at the end of the 2010/2011 academic session stood at 612, out of which 269 (44%) were academic staff, 139 (22.7%) being Senior Non-Teaching and 204 (33.3%) as Junior Non-Teaching (Fig. 1.0). Some of the academic programmes have staff challenges both in terms of number and appropriate mix.

FIGURE 1.0



The target of the University is to increase the number of academic staff in particular, to achieve an appropriate staff-student ratio in all disciplines.

3.3.2 Strategic Activities

To achieve the strategic goal, the University will undertake the following activities:

- a) Attract and recruit competent academic staff in appropriate disciplines.
- b) Train, re-train and retain competent academic staff.
- c) Maintain the Special Doctoral Fellowship Scheme for developing the corps of next generation of scholars in specific disciplines.
- d) Maintain the monthly Capacity Building Workshop.
- e) Provide financial support and other logistics for junior academics to complete their PhD.
- f) Commence postgraduate training to create more opportunities for junior academics to undertake PhD programmes.

The priority rating for all these activities is high and they should start from 2012 to 2016. The postgraduate programmes would commence in 2012.

The Vice-Chancellor, the Board of Postgraduate College and other key officers such as the Director, Research and Linkages are responsible for all the activities.

3.3.3 Indicators

The indicators that the activities have been undertaken will include increase in the number of competent academic staff in all disciplines, increase in competence of these staff, increase in number of academic staff with PhD and the establishment of the Postgraduate College.

3.4. Production of Entrepreneurial Graduates

3.4.1 Situation Analysis

The University graduated its first set of 362 students on May 21, 2011, having found them worthy in learning and character, and having taken them through months of entrepreneurial training that is expected to assist them overcome the challenges of securing jobs after the completion of their National Youth Service Scheme (NYSC). The University runs a special course in entrepreneurship in GNS 302 (Principles of Entrepreneurship). In addition, a Skill Acquisition Centre is currently operating from a temporary site at the Main Campus for the purpose of micro-franchising the entrepreneurial skill in some identifiable products. The goal of the University is to continue to graduate students who have entrepreneurial skills that would not only make them self-employed but also employers of labour.

3.4.2 Strategic Activities

To achieve the strategic goal of the University in this respect, the following activities will be undertaken:

- a) Build Entrepreneurial Skill Acquisition Centres on all campuses.
- b) Strengthen collaboration between Entrepreneurs and the University.
- c) Continue to develop functional and robust Entrepreneurial curricula relevant to the needs of the society.
- d) Strengthen the Student Work Experience Programme (SWEP).

The priority rating for all these activities is high and they would commence from 2012 to 2016. The Vice-Chancellor is responsible for all the activities but he would be supported by the Coordinator, SIWES and the Chairman, Entrepreneurial Committee of the University.

3.4.3 Indicators

The indicators for monitoring the activities here include increase in number of students with sound entrepreneurial skills, participation of more entrepreneurs in the University entrepreneurial training scheme, increase in the number of graduates of the University that are employers of labour and increase in the employability of graduates of the University and their relevance to the needs of the State and the Country.

3.5 Accreditation of Academic Programmes

3.5.1 Situation Analysis

The University runs 32 academic programmes with 27 of the programmes, representing 77%, presented to the National Universities Commission (NUC) for accreditation and all were accredited. The remaining five, representing 23%, are yet to be presented for NUC accreditation. Some academic programmes such as Law, Accounting and Engineering that require professional accreditation were also visited and accredited. The goal of the University is to achieve and retain full accreditation status for all its programmes.

3.5.2 Strategic Activities

To achieve this goal, the University will undertake the following activities:

- a) Give continuous and consistent support to Academic Planning and Quality Assurance Units.
- b) Monitor and ensure compliance with staff-student ratio and other indices such as electronic teaching methods that will enhance teaching quality.
- c) Recruit academic staff in areas of deficiency and needs.
- d) Develop functional and robust Entrepreneurial curriculum relevant to the needs of the society.

The priority rating for all these activities is high and they would commence from 2012 to 2016.

The Vice-Chancellor, the Director Academic Planning and the Director, Quality Assurance will be responsible for all the activities.

3.5.3 Indicators

The indicators that the activities have been undertaken will be reflected in the level of compliance with guidelines from Academic Planning and Quality Assurance Units, compliance with the regulations of Senate and guidelines of NUC by all academic departments, and whether or not the remaining academic programmes yet to be accredited are presented for NUC accreditation exercise, and are accredited.

CHAPTER FOUR: QUALITY ASSURANCE

4.1 Introduction

Osun State University is concerned about ensuring the quality of its academic programmes towards the production of highly skilled graduates who can contribute meaningfully to socio-economic development of the State, the country and the entire world. The details of the plan for quality assurance (QA) in the University as a component of the Strategic Plan are presented here.

4.2 Vision and Mission of Quality Assurance Unit

This derives from the University's Vision and Mission statements:

The Vision is to ensure excellence in quality assurance instruments in education. Its Mission is to coordinate and evaluate quality assurance processes in teaching, learning, research and support services aimed at achieving the University's goals.

QA connotes:

- a) Value for money – measured by achieving more with less in an efficient manner
- b) Transformation – from one state to another with value-added activities
- c) Perfection – perceived as the attainment of a near flawless product or service or system
- d) Excellence – viewed as the attainment of exceptionally high standard product, service or system

4.3 Objective of the Quality Assurance System

The specific objectives of UNIOSUN's quality assurance system are to:

- a) Monitor implementation of the University strategic plan.
- b) Contribute to the achievement of the goals defined for the educational activities in the learning environment.
- c) Reveal weaknesses and recognize the strong points of instruction and training.
- d) Serve as a tool for systematic efforts for quality assurance and quality improvement.
- e) Evaluate the quality assurance system periodically.
- f) Monitor and ensure that performance processes in all aspects of the University functions are appropriate and relevant.

4.4 Long-term Goal

The long-term goal is to guarantee that the time students spend in the University is used effectively, and that the intended educational results are achieved.

4.5 Strategic Activities

The strategic activities to address the objectives of the QA plan include the following:

- a) Develop a quality assurance policy in the first year of the Strategic Plan.
- b) Create awareness of the provisions for QA, including revision of existing procedures and making them known to stakeholders.
- c) Prepare check lists of procedures for performance evaluation – 2012.
- d) Implement M&E Plan for the University's Strategic Plan.
- e) Conduct self-assessment for programmes that have completed their cycles.
- f) Develop a self-assessment manual.

- g) Analyse past accreditation reports of the University and highlight areas of remediation preparatory for next exercise.
- h) Monitor and assess quality, adequacy and currency of facilities and resources in Departments, Faculties and Colleges.
- i) Monitor and ensure compliance to academic briefs, staff-student ratio, quality and mix, teaching and research quality.
- j) Administer and analyse results of teaching Portfolio Instruction.
- k) Organize regular skill acquisition and improvement workshops and seminar for staff.
- l) Develop and update criteria and format for assessing teaching quality and effectiveness through peer group and student review.
- m) Organise scholarly debates and dissemination of research findings.

4.5.1 Planned Unit Activities

Monitoring Teaching and Teaching Quality

- a) Administer questionnaires to student to assess performance of teachers for every course taught once every semester - Questionnaire format on ground, review it.
- b) Compile responses, summarize, analyze, produce rating for each teacher in each course.
- c) Identify areas to work/improve on and submit report.
- d) Administer and analyze result of Teaching Portfolio instruction once a session and submit report.

4.5.2 Monitoring state of Teaching Facilities

- a) Regular monitoring of physical state of Classrooms once every quarter
- b) State of the chairs, tables, window, doors, white board, public address system, electricity, needs and repairs needed
- c) Regular monitoring of the physical state of Laboratories once every quarter
- d) Monitoring stocks – reagents, equipment, needs, functionality and repairs needed.

4.5.3 Instructional Technology

- a) Collect course outlines and weekly teaching schedule including course content, recommended reading materials, in-course assessment tests.
- b) Collect from teachers lecture notes for every course in power point format.
- c) Ensure upload of these by ICT on the respective website pages.
- d) Provision of smart boards that are internet compliant.

4.5.4 Capacity building for academic and non-academic staff

- a) Identifying appropriate seminar/workshop to conduct e.g. use of internet for teaching/use of Internet for research

CHAPTER FIVE: RESEARCH AND LINKAGES

5.1 Introduction

The Research component of the Strategic Plan focuses on three main areas: building staff capacities to undertake quality research that are relevant to the needs of their immediate environment, the State and the nation; enhancing the rating and visibility of the University as a centre of excellence in research and increasing teaching effectiveness.

5.2 Building Research Staff Capacities

5.2.1 Situation Analysis

The research output among academic staff is currently generally low. Funding for research is low and other critical resources are inadequate. Besides, the skill for research among the academics needs to be further developed. The strategic goal of the University is to produce cutting-edge research that will be relevant to the needs of its immediate community and the rest of the world by the year 2016. A University Research Policy exists but has not been fully implemented.

5.2.2 Strategic Activities

To achieve the goal of the University in Research, the following activities will be undertaken:

- a) Build staff capacity to compete for international research grants through specialized training.
- b) Provide enabling environment through the provision of research grants and necessary facilities for research.
- c) Reduce teaching and administrative loads of junior academics to give them more time for research.
- d) Attract and retain seasoned research personnel to enhance the conduct of problem solving research.
- e) Initiate research linkages with reputable institutions and agencies.
- f) Continue to implement the existing policy on promotion as it affects research productivity of staff.
- g) Encourage collaborative, interdisciplinary, and problem-oriented approach to research.
- h) Commit at least 15% of the annual recurrent expenditure to research.
- i) Strengthen the University Research Committee to promote and coordinate research activities in the University.
- j) Continue to reward members of staff whose research efforts attract funding beyond career promotion.
- k) Maintain the monthly capacity Building Workshop.
- l) Source overseas placement for academics to garner experience from advanced laboratories and colleagues.
- m) Support staff attendance at short training courses and learned conferences.
- n) Sustain the culture of financial reward for publications in highly reputable journals with high Impact Factor (IF).
- o) Encourage academic departments to host learned conferences on campus.

The need to sustain the culture of financial reward for publications in highly reputable journals with high Impact Factor (IF) and giving support to academic departments to host learned conferences are of medium priority while all other strategic activities are of high priority. Activities would run from 2012 to 2016.

The Vice-Chancellor is responsible for all the activities working specifically with the Director of Research, Linkages and Partnership of the University and Chairman, Committee of Provosts, Deans and Directors. The Provosts of Colleges and Heads of Departments will also play vital roles in many of the activities highlighted.

5.2.3 Indicators

The indicators to monitor these activities will include increase in staff research productivity, increase in number of staff competing and winning international research grants and increased visibility of the University as a centre of research excellence.

CHAPTER SIX: LIBRARY SERVICES

6.1 Introduction

The library is the pivot for teaching, learning and research activities in the University. In the plan period, the quality of library services will be enhanced. The centrality of the library to all academic work makes it imperative that every college has a specialized library with up to date books and other documents supported by ICT facilities e.g. Lexis-Nexis and HeinOnline (virtual library in College of Law) as well as Biosites for the biosciences.

6.2 Situation Analysis

The libraries are presently housed in temporary buildings; permanent purpose-built facilities are at various stages of completion – Ikire (63% complete), Ipetu-Ijesa (48% complete), Ejigbo (55% complete), and Ifetedo (58% complete). The main Library at Osogbo and that of Okuku are on the drawing board.

6.3 Strategic goal

The strategic goal for the library services during the plan period is to make the entire library system attain world class standard in supporting teaching, learning and research in the University.

6.4. Strategic Activities

In the plan period, all on-going library building projects will be completed, stocked with up to date relevant reference materials and their operations will be ICT driven. The present library collection will be increased by 120% for better coverage, especially in the electronic format.

Staff structure will be enhanced both in quality and in quantity. A Law librarian currently undergoing specialized training will take full charge of the law library in Ifetedo campus while a Medical librarian will be trained for the medical collection. The target is to achieve the following staff mix:

a) Principal Librarian	4
b) Senior Librarian	8
c) Librarian I	11
d) Librarian II	11
e) Library Officer	12
f) Library Assistant	12
g) Library Porters	12

The professional librarians would continue to take charge of the teaching of *Use of Library* at the undergraduate level.

For sustainability, the University will commit 7.5% of its recurrent expenditure to the running of the Library. Additional funds would also be sourced from donor agencies. Also, the Library will contribute to the University's IGR through paid services in bindery, photocopying, library and Internet fees.

The University will ensure improved power supply to the Library on all campuses. All of these are of high priority.

The Indicators for these activities will include increase in accessibility to relevant library facilities in all campuses, increase in the number of collections in the Library, increase in IGR from Library services.

The responsible officers are the Vice-Chancellor and the University Librarian. The activities will commence from 2012.

CHAPTER SEVEN: STUDENT AND STAFF WELFARE

7.1 Introduction

Student and staff welfare is crucial to the effective functioning of the University. When it is given due recognition, it brings about increase in commitment of students and staff and therefore increase academic productivity. The University is committed to creating a conducive working and learning environment.

7.1.2 Situation Analysis

The University has a wide range of welfare packages on ground which range from staff training to prompt payment of salaries and workplace supports. Staff members take their leave promptly, and the University is responsive to critical needs of students and staff. All of these however need to be vastly improved upon to put on ground the type of atmosphere that make for efficient academic system. The strategic goal is to transform the University to one that is worker- and student-friendly and promotes effective teaching, learning and research as well as performance of other university functions.

7.1.3 Strategic Activities

To achieve the strategic goal, the following activities will be pursued:

- a) Support efforts at ensuring that every staff and student benefits from the National Health Insurance Scheme.
- b) Scale-up security on campuses.
- c) Encourage professionalism.
- d) Sponsor staff members to conferences and workshops.
- e) Ensure that staff members participate in a viable Pension Scheme.
- f) Encourage staff to take Annual Leave when due.
- g) Allow staff to take Sick or Casual Leave when it is evidently necessary.
- h) Allow women to take Maternity Leave.
- i) Organize student and staff events.
- j) Put in place work-study programme.
- k) Empower the Student Affairs Unit to actively source for financial support for students.
- l) Facilitate access to good baby care (crèche) for nursing parents.
- m) Create adequate parking facilities on campus.
- n) Facilitate the establishment of functional Staff canteens.
- o) Recognize and celebrate excellence.
- p) Support short-term and long-term Disability Insurance.

All of this will start by the second quarter of 2012.

7.2.1 Students Welfare

The welfare of students is a paramount issue that the University will continue to focus on. During the plan period, the University would provide a more secure and relaxed atmosphere to help students maximize their potentials. The strategic goal is to provide all round support for students for self-development including attaining excellence in academic engagements.

7.2.2. Strategic Initiatives

To achieve the goals, the following initiatives will be put in place:

- a) Conduct comprehensive orientation programme for new students early in the session.
- b) Equip Health Centres with adequate resources including eight bed spaces in each Centre.
- c) Appoint at least two qualified Counsellors per campus.
- d) Appoint two Hall Wardens for each of the campuses with hostel facilities.
- e) Support central Student Union.
- f) Ensure prompt mobilization of graduates for National Service every session.
- g) Encourage healthy social activities among students to be monitored by the Student Affairs Unit.
- h) Set up a committee under Student Affairs and Security Unit to oversee students' security and student hostel management.

All of these will start in 2012.

CHAPTER EIGHT: SPORTS AND RECREATION

8.1 Introduction

The University emphasises sports and recreational activities on the various campuses. This is in recognition of the role of sports for the well-being of young people in particular. During the plan period, the University would continue to work towards raising the standard of sports and recreation in all the campuses.

8.2 Situation Analysis

The University has a Sports Committee that organises competitions and provides enabling environment for the smooth running of the events. The Committee also ensures compliance with sporting regulations and provides equal opportunities for both male and female sports persons. Furthermore, the University actively provides support including funds for sports and games. As a result of these, UNIOSUN has been able to participate in major competitions including Nigeria's University Games.

In general, sports and games facilities are yet to be fully developed in all campuses. The University has sizeable numbers of jerseys, soccer boots, training shoes, spikes shoes, javelin, short-puts, balls and running batons in all the campuses. The University also encourages highly skilled sports men and women that will be globally competitive and project the image of the University through their performance. The strategic goal in sports and recreation is to make UNIOSUN a leader in sports and games in the country.

8.3 Strategic Activities

To achieve its goal, the University will undertake the following activities during the plan period:

- a) Develop sports facilities for both staff and students in all campuses;
- b) Build a mini stadium at the main campus in Osogbo and develop a standard football pitch as well as running tracks in all other campuses;
- c) Construct multipurpose games courts in all the campuses and maintain all facilities provided;
- d) Recruit at least two male and two female coaches for the University;
- e) Sustain adequate funding for sports and games;
- f) Publicise sporting activities.

The priority for all the activities is high except for the building of the mini-stadium which is medium. Activities would commence by the second quarter of 2012.

The indicators for these activities include the football pitches provided in each campus, multi-purpose courts built in each campus, number of coaches appointed, mini stadium built on the main campus, number of laurels won and the number of competitive events organised per session.

The University would commit 2% of recurrent expenditures. In addition, the Sports Committee would source sponsorship for various events including donation of trophies.

The Vice-Chancellor and the Chairman, Sports Committee are responsible for implementing the plan.

CHAPTER NINE: COMMUNITY RELATIONS

9.1 Introduction

Osun State University like others in Nigeria and the world over is a community within host communities. As an elitist establishment, it is usual for the host community to regard the University as a stranger whose activities have no bearing with its own and who the community should tolerate by allowing it to be on its own. However, this is far from being true. Both the University and the community need each other and the understanding of this is crucial to the success of the University. It is within this premise that the University would continue to pursue peaceful and cordial relationship with its host communities.

The importance of maintaining peaceful coexistence between the University and its host communities cannot be overemphasized. A peaceful atmosphere supports teaching, learning and research activities.

9.2 Situation Analysis

There is growing cordial relationship between the host communities and the University. The existing relationship has led to the provision by host communities of blocks of classrooms in Ifetedo and Ipetu-Ijesa campuses, as well as the provision of student hostel in Okuku campus. The communities donated the buildings at Ifetedo and Ipetu-Ijesa to the University, while the hostel at Okuku was a public-private partnership initiative. The University, on its part, rehabilitated a dilapidated community school in Oke Baale, Osogbo.

9.3 Strategic Activities

9.3.1 Setting up of Community relation unit

The goal of this sector during the plan period is to engender greater interactions between the University and the host communities. In order to do this, the University will establish a Community Relations Unit as a subset of the Corporate Affairs Office as well as a University-Host Community Consultative Forum. To further drive the relationship, the University would fashion out and implement activities that will be beneficial to the host communities e.g. health awareness campaign, agricultural extension services, extra mural classes, socio-economic enlightenment and youth empowerment. The units would be established in the first quarter of 2012.

9.3.2 University Parent Forum

A functional University Parent Forum has been established. The forum meets regularly but needs to be strengthened. To make the forum more effective there would be continuous sensitization of the parents to the progress and challenges of the University.

Indicators of the effectiveness of the Parent Forum are the number and types of projects executed for the University by the forum, number of chairs endowed, prizes instituted, books donated and scholarships given to students.

9.3.3. Graduate Support and Alumni Relations Units

The Graduate Support and University Alumni Relations Offices have been established following the graduation of the first set of students from the University. The establishment of the offices is

to foster supportive relationship between the Alumni and the University. The two Units will work together to enhance communication, information flow and facilitation of annual alumni reunion. In order to drive the activities of the Units, an Alumni Relations Officer would be appointed.

Indicators of the success of the Units will include feedback from Alumni, number of job placements for Alumni, number of Alumni newsletters circulated annually, number of activities jointly organized by the Alumni and the University.

9.3.4 Corporate Affairs Unit

The Corporate Affairs Unit, comprising the Public Relations, Legal and Protocol Sub-Units, already exists in the University. The Unit does not have the full complement of staff. A Legal Officer and other key staff members will be employed during the plan period. The activities of the Unit would include, but not limited to, ensuring regulatory compliance, publicizing the activities of the University to ensure good image, provision of protocol services for staff, students and guests of the University and keeping the public informed of the progress.

9.3.5 Strengthening our Cultural heritage

Against the backdrop of a growing need to integrate the neglected aspects of African cultural practices and heritage into academia in order to serve humanity better, a Centre for African Cultural Studies will be established. The Centre would be hosted by the College of Humanities and Culture of the University. It would initiate and sustain synergy between cultural practices as conceived. Beginning with an acknowledgment of the relevance of the traditional art and cultural practices of Osun people, the Centre would:

- a) Partner with Osun State Ministry of Home Affairs, Culture and Tourism during State cultural fiestas and festivals of art and culture by producing, among other things, information manuals and profiles on tourist and cultural centres of interest in the State;
- b) Produce plays for activities such as state fiesta, cultural reorientation, agricultural extension services, festivals, community health and messages on development through the University Cultural Troupe;
- c) Host a museum and art gallery on the art and culture of Osun people and other African cultures;
- d) Prioritize the history and culture of Osun people in its research activities;
- e) Serve as a centre for the integration of relevant traditional art practices into some of the academic programmes in the University;
- f) Mount series of programmes in Yoruba studies to serve students and other researchers both within and outside the University;
- g) Design and run basic and short-term certificate and diploma programmes in courses such as Tourism and Hospitality Management, Nollywood Studies, Yoruba Film Studies;
- h) Attract and engage individual outstanding Yoruba and other artistes such as musicians, sculptures, actors and actresses as resident artistes on semester basis;
- i) Appoint outstanding artistes as Fellows of the centre;
- j) Institute Chairs of art and culture and persuade successful artistes and other professionally successful Nigerians to fund them;
- k) Institute postgraduate, collaborative research projects that can attract funding nationally and internationally;

- l) Award grants and fellowships for postgraduate research in cultural studies as a multi-disciplinary domain;
- m) Host relevant local and international guest lectures, public lectures, workshops and seminars;
- n) Offer grants and fellowships to local and international researchers at various levels; and
- o) Collaborate with other similarly conceived centres around the world.

CHAPTER TEN: DEVELOPMENT OFFICE

10.1 Introduction

Given the uniqueness of UNIOSUN as a multi campus institution, it is imperative to have equally unique programmes of action that will support the plan especially for self-sufficiency. The Development Office was established for the following specific objectives: financial self-sustainability, projecting positive image brand, promoting orderly development, developing and sustaining a dynamic Alumni database, effective tracking and cultivation of mutually beneficial relationships with the alumni and other relevant stakeholders, facilitating public, private partnerships, supporting the attainment of excellence in teaching, learning and research as well as community service, soliciting and receiving gifts, legacies, endowments and donations on behalf of the University and mobilising local communities for the development of campuses located in their areas.

10.2 Situation Analysis

Three core areas have been initialised and are functioning. The first is the Ventures Unit which is engaged in consultancy activities. Some of the programmes executed by this Unit include: Workshop for 200 Head Teachers' (2009), International conference for 200 teachers of deaf and dumb, Professional training for 260 Social Studies teachers (2009), Workshop for 2000 teachers in English, Mathematics, Civic & Social Studies, Basic Science, Head Teachers, Assistant Head teachers, ECCDE (2010); conduct of promotion examination for 800 primary and secondary school teachers (2010); Professional training for 2000 teachers (2011), and orientation workshop for 800 newly recruited teachers from O'YES, OYIN and PTA Volunteer Corps (2011). This Unit is not only generating some income but is putting a tangible face for positive projection of the image and relevance of the University.

The second functional Unit is the Graduate Support Office/Alumni that is involved in developing and sustaining a dynamic Alumni database; effective tracking and cultivation of mutually beneficial relationships with the alumni and other relevant stakeholders.

The third unit is in Communications and Corporate Affairs dealing with provision of Protocol, Publications and Passage Services for Staff, Students and guests of UNIOSUN.

Within the plan period, the University would put in place: the Development Board, full establishment and functioning of all the units {(1) Fundraising and Endowments (2) Ventures (3) Alumni and Graduate Support (4) Communications/Corporate Affairs and (5) Community Relations) with full complement of staff. There shall be a functioning dynamic database for the alumni and prospective donors, regular publication and circulation of Alumni Newsletters, of e-bulletin and one UNIOSUN NEWS per semester and weekly news flier: "UNIOSUN NEWS AND NOTES (UNN)".

10.3 Indicators

The performance indicators would be in the following indices: fund raised, value of endowments, staff training and capacity built, level of feedback from the alumni and other stakeholders, number of graduates assisted in job placement, academic development and

business facilitated, existence of an updated access data base, number of Alumni newsletter circulated annually, number of e-bulletin uploaded, number of events organized, number of active local, regional and international Associations, number of NEWSPRING Editions, number of events packaged, number of Unit heads appointed and equipped.

All the activities will commence in the first quarter of 2012. All the activities are of high priority.

The Vice-Chancellor and the Director, Development Office are responsible.

CHAPTER ELEVEN: UNIVERSITY ESTATE AND SECURITY

11.1 Introduction

The main campus of the University in Osogbo is built on an erstwhile farmland towards the north east of the city. Other campuses are growing on existing facilities in the various locations. The campuses need special attention to sustain them and ensure their orderly development.

11.2 Situation Analysis

In all the campuses, only a fraction (less than two-fifths) of the available land has been developed. This leaves considerable room for future expansion. There has however been rapid infrastructural development across campuses. The Bureau of Public Procurement of the State Government is involved in the award, execution, management and supervision of all physical and infrastructural development projects. Projects executed so far are within approved budget limits. Professionals in the Built Environment are engaged in the activities of Works and Physical Planning Department.

11.2.1 Infrastructure

Osogbo Campus

On the Osogbo Campus, the University has a total land area of 203.458 hectares out of which 14.07% has been developed. The campus has the following facilities:

- Administrative Block Building
- Health Centre
- College of Science, Engineering and Technology Building
- 2 Blocks of 8 Classrooms each now being used as laboratories
- 6-No. One Bedroom Studio Apartments
- Health Science Teaching Laboratory
- Medical Library
- 4-Bedroom Chalet
- One 770-seater University Auditorium
- Animal House for the College of Health Sciences
- Mechanical Workshop
- 11 classrooms
- 215 office spaces
- 9 laboratories
- 350 toilets
- ICT building used as temporary Library
- Twin 500-Lecture Theatre Building under construction
- Faculty of Engineering Complex Building under construction
- College of Health Sciences Building under construction
- Central Science Laboratory under construction
- no lecture hall
- no lecture theatre
- no dedicated ICT building
- no hostel accommodation

- no sporting facilities
- Waste Management facilities are inadequate
- Bukataria

Okuku Campus

Okuku campus has a total land area of 40.05 hectares out of which 23.89% has been developed.

There are:

- one 2-floor College Building
- one 2-floor Centre for Human Resource Development and Life-Long Learning building
- Information and Communication Technology building
- 3 blocks of bungalow buildings housing students' hostel
- two other blocks used as guest houses for temporary staff accommodation
- 6-No. one bedroom Apartment
- 19 classrooms
- 95 offices
- 6 laboratories
- 3 libraries
- 120 toilets
- a lecture theatre complex building project on-going
- no recreational centre
- no stable waste management system
- no studio/workshop
- Bukataria

Ifetedo Campus

The College of Law at Ifetedo campus is located on a total land area of 52.391 hectares out of which 40% has been developed. It has the following facilities:

- College Building
- 17 Classrooms capable of serving 624 students
- 25 offices (Capacity = 40 Staff),
- One temporary library
- 53 toilets
- 3 blocks of building designated as hostels
- No stable waste management plan
- A football pitch
- An ICT building with two laboratories under construction
- A Library and Moot Court Complex that houses two Moot Courtrooms as well as Judges Chambers under construction
- A freshly-cut football pitch yet to be grassed

Ipetu-Ijesa Campus

The Ipetu-Ijesa Campus is on 136.722 hectares of piece of land with 12% of it currently developed. The campus has:

- a two-floor College building
- 11 Classrooms to cater for 440 students
- 81 toilets

- 31 offices with a capacity for 62 staff
- 2 laboratories
- 6-No One Bedroom Studio Apartments
- A Provost's Chalet
- 300 capacity ICT building under construction
- 500 capacity College Library under construction
- Football pitch
- no studio or workshop
- no lecture theatre
- no library
- no hostel accommodation
- no stable waste management system.

Ejigbo Campus

The campus is located on an area of 75.907 hectares out of which 24.4% has been developed. It has:

- College building
- College library under construction
- A block of 8 classrooms
- 28 offices
- 5 laboratories
- 3 lecture theatres/halls
- one library
- 42 toilets
- a dedicated ICT building
- Provost's Chalet
- 6-No One Bedroom Studio Apartments
- seven tractors
- a poultry pen
- a maize Sheller
- a dryer
- a weather station
- ICT building under construction
- Health Centre
- Green House
- Football pitch
- no studio/workshop
- no hostel accommodation
- no stable waste management system.

Ikire Campus

The Ikire campus has a land space of 41.402 hectares out of which 47.70% has been developed to date. The campus has:

- College Building
- 6 classrooms capable of accommodating 620 students
- 25 offices

- 88 toilets
- 2 libraries
- Provost's Chalet
- 6-No One Bedroom Studio Apartments
- One building dedicated to ICT
- One 300-seater library under construction.
- 120-seater one Language Laboratory
- Communication Studio
- Twin Lecture Theatre under construction
- No lecture hall
- No lecture theatre
- No sporting facility
- No waste management plan.

11.2.2 Road Network and Transportation

A well-developed intra-campus road network exists in Osogbo and Okuku campuses while it is fairly developed on other campuses of the University. All access roads to the campuses are paved except the Osogbo Main Campus.

11.2.4 Electric Power Supply

The power supply to the University via the National Grid is currently inadequate. However, each College has a 100kva generator as well as spare 500kva generator yet to be installed in all the campuses; 45kva generator for the laboratory building and 20kva generator for the ICT building

The University currently depends on boreholes as the only source of water supply for its consumption.

With the exception of Ikire and Ifetedo, all other campuses are landscaped.

11.2.5 Maintenance Culture

There is a Works and Physical Development Unit on each of the campuses.

11.2.6 Security

The Security Unit is made up of in-house and external personnel. About 90% of the security service is outsourced.

11.3 Strategic Goals

The goal of the University is to provide adequate infrastructure necessary for effective functioning of the University. It is also to ensure adequate security of lives and properties.

11.4 Strategic Activities

The University will continue to pursue a phased coordinated approach for infrastructural development. It is also reviewing the ratio of in-house/out sourced proportion of security services in the campuses.

11.4.1 Buildings and Infrastructure

The University will continue to maintain its corps of professionals to manage the University's estate.

Road Network and Transportation

The University will commit 10% of its budget in the first two years of the plan to building critical roads on all campuses. It will also seek special support from Government and donor agencies for the construction of the access road to the Main Campus.

Electric Power Supply

The current total energy available is 1,800kva as against 5,000kva required by the University. Apart from access to the national grid, the University will continue to develop alternative energy sources including hybrid solar/wind power technology.

Water Supply

The University shall partner with the State Government to tap from the huge water resources of the State. Also the existing Industrial Boreholes on the six campuses will be upgraded to continue to provide potable water for the University communities.

Campus Beautification

The University will invest in the production of horticultural plants for the beautification of the University campuses. The experts in the College of Agriculture will be given the task of producing the plants.

Maintenance of University Infrastructure

The University will continue to rely on the expertise of its Works and Physical Development Unit to carry out routine maintenance of its infrastructure.

Security

The University will train and constantly provide security staff opportunities of professional development to enhance the security of lives and properties on all the campuses. It will provide, from time to time, information relevant for safety on campus. It will increase the proportion of internal security staff to 25% of the total. For safety on the roads, the Works and Physical Development Unit will provide traffic signs at strategic points on the internal roads in the various campuses.

CHAPTER TWELVE: FUNDING

10.1 Introduction

Accessibility to adequate fund is crucial to the smooth running of the University. It is important for an aspiring world-class University to be able to generate sufficient funds and to manage it efficiently.

10.2 Situation Analysis

The University is currently being funded by Osun State Government, Local Governments, and internally generated revenues (IGR). Thirty eight percent of the current expenditure profile is provided by the Local Governments, 26% by the State Government, 31% from tuition and 5% from other ancillary sources. The total revenue profile as at 2011 is ₦2.3 billion annually. This is far below the actual need of the University of about ₦3.3 billion annually, leaving a wide gap to be covered by improvement in IGR.

10.3 Strategic Goal

The strategic goal of UNIOSUN is to source adequate funds for sustainable management of the University.

10.4 Strategic Activities

10.4.1 Anticipated Government Funding

The University will continue to solicit Government support for recurrent and capital expenditures.

10.4.2 IGR

- Adjust tuition regime in line with government policy on fees.
- Sustain existing revenue generating programmes and mount new ones in various disciplines.
- Empower the existing Consultancy Unit under the Development Office to competitively generate funds from various sources.
- Strengthen the ODL to mount fund-generating programmes online.
- Commercialise the existing products at the College of Agriculture through provision of venture capital.
- Commercialise the use of laboratories and auditoria in the campuses.
- Establish UNIOSUN Ventures.
- Empower the Entrepreneurial Unit to come up with various products.

10.4.3 Donor

- Strengthen the Public-Private Partnership (PPP) linkages with local and international organisations.
- Relate with corporate bodies, friends of the University and host communities for sponsorship of specific activities.
- Collaborate with various professional organisations.
- Host major competitions.

10.4.4 Indicators

- Proportion of expenditure profile generated through IGR.

- Number of IGR generating ventures.
- Amount of funds from donor agencies and friends of the University.
- Number of MOU signed on collaborative programmes.
- Number of fund-generating events hosted.
- Amount of fund received from the Government per annum.

The officers who will be responsible for the activities are: Vice-Chancellor, Bursar, Director, Research and Linkages; Director, Development Office and Director ODL.

APPENDIX A: ACTIVITY TABLES

CHAPTER 2A: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) AND UNIVERSITY GOVERNANCE

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
Provision of ICT Infrastructure and services							
2.1.1a The Univ. currently has an Internet bandwidth of 1.2MB/3.25MB per month in the 6 campuses but this is inadequate. 2.1.1b Network is also inadequate	2.1.2a Upgrade the bandwidth available to 20 MB by 2016 2.1.2b Expand network for enhanced access	2.1.3a Increase funds allocated to bandwidth subscription 2.1.3b Maintain & expand network in all campuses. 2.1.3c Deploy fibre-optic communication	High	2012-2016	2.1.4a Increased access in all campuses	2.1.5a Council 2.1.5b VC	5.0 13.0
		2.1.3d Develop and implement policy guidelines on ICT	High	1 st quarter 2012	2.1.4b ICT policy developed 2.1.4c No. of campuses with improved network	2.1.5c DIMTC	2.0
	2.1.2c Source funding through institutional linkages & partnership	2.1.3e Engage in PPP & international linkages for networking & other ICT infrastructure	High	2012-2016	2.1.4d No. of projects executed through PPP & foreign partners	2.1.5d VC 2.1.5e DRL&P 2.1.5f DIMTC 2.1.5g DDO	1.0
2.2.1 The IMTC Structure: The IMTC has limited	2.2.2a Strengthen the capacity of IMTC	2.2.3a Hire qualified personnel for IMTC 2.2.3b Appoint a Mgt.	High	2012	2.2.4a Qualified personnel hired 2.2.4b A Board	2.2.5a VC 2.2.5b VC	4.8

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (₹ million)
capacity for managing ICT driven multi-campus system	2.2.2b Establish Digital Data Centres	Board 2.2.3c Appoint a Technical Committee			established 2.2.4c Technical committee in place	2.2.5c DIMTC	1.0
		2.2.3d Locate appropriate sites for the digital centres 2.2.3e Provide required human & material resources.	High	2012-2016	2.2.4d Appropriate sites located 2.2.4e Adequate human & resources provided 2.2.4f No. of users per annum 2.2.4g No. of Depts. accessing Data Centres for teaching	2.2.5d VC 2.2.5e DIMTC 2.2.5f Reg. 2.2.5g Provost	6.0
2.3.1 Existing ICT infrastructure, though inadequate, are not optimally utilised.	2.3.2 Ensure optimal utilisation of ICT resources	2.3.3a Develop a multi-disciplinary ICT support team to facilitate integration of ICT into governance, teaching , learning & research	High	2 nd Quarter 2012	2.3.4a Increase in the use of ICT tools in the Univ.	2.3.5a DIMTC	0.5
		2.3.3b Create awareness in the availability and use of ICT resources	High	2012-2016	2.3.4b No. of lectures deployed online	2.3.5b DIMTC	0.5
		2.3.3c Build capacity in ICT utilization	High	2012-2016	2.3.4c No. of ICT workshops/training organized per session	2.3.5c DQA	0.1
		2.3.3d Produce, package & upload lectures	High	2012-2016	2.3.4d % of courses that have been fully recorded & packaged.	2.3.5d HODs	0.05
		2.3.3e Provide online link between students & their lecturers for interaction 2.3.3f Deploy appropriate software for various purposes	High	2012 – 2016	2.3.4e % of staff-students interaction online. 2.3.4f No. & type of software deployed annually 2.3.4g No. of staff with access to	2.3.5e Dept. of Langs. & Lings 2.3.5f DIMTC, 2.3.5g Chairman, COPDD 2.3.5h DODL	2.0

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
					different software	2.3.5i DIMTC; 2.3.5j Chairman, COPDD 2.3.5k DAP	
		2.3.3g Provide classrooms with ICT resource-based teaching materials	Medium	2012-2016	2.3.4h No. of classrooms with ICT resource-based teaching materials.	2.3.5l VC 2.3.5m DIMTC	4.0
		2.3.3h Utilise ICT to promote distance learning and other services	Medium	2012-2016	2.3.4i Increase in the use of ICT for ODL and other services	2.3.5n VC, 2.3.5o DIMTC 2.3.5p DQA 2.3.5q DODL	
		2.3.3i Develop and deploy workflow applications	High	2012-2016	2.3.4j Availability of workflow applications 2.3.4k % of staff utilizing workflow applications quarterly	2.3.5r VC 2.3.5s DIMTC 2.3.5t, DQA	2.0
2.4.1 ICT & Administration: Use of ICT facilities in the Univ. governance is very limited	2.4.2 Increase the use of ICT in administrative processes: 40% by 2013; 60% by 2014; & 80% by 2016	2.4.3a Develop & implement ICT-driven administrative policy/guidelines for the multi-campus system	High	2012-2016	2.4.4a Policy/guidelines in place	2.4.5a VC 2.4.5b Reg. 2.4.5c DIMTC	
		2.4.3b Provide at least all key offices with PCs & internet facilities	High	2012-2016	2.4.4b % of offices with computer & Internet facilities	2.4.5d VC 2.4.5e DIMTC 2.4.5f DQA	2.0
		2.4.3c Acquire & deploy relevant software to support general administration	High	2012-2016	2.4.4c No. & type of software purchased 2.4.4d No. of staff with access to different software	2.4.5e DIMTC	3.0
		2.4.3d Improve the e-portal interface for various services	High	2012-2016	2.4.4e % of staff & students with no complaint in the use	2.4.5f VC 2.4.5g DIMTC	1.0

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
		2.4.3e Build Capacity of Administrative staff in use of ICT	High	2012-2016	of e-portal 2.4.4f No of Administrative staff that were trained	2.4.5h Reg. 2.4.5i DIMTC	
2.5.1 There is limited deployment of ICT in Bursary & Audit Unit	2.5.2 Deploy ICT for Audit and Bursary processes	2.5.3a Develop/purchase software packages for the Audit & Bursary units 2.5.3b Build capacity of Bursary & Audit staff in the use of relevant software packages	High High	2012 2012	2.5.4a Increased efficiency of the Audit and Bursary units 2.5.4b No. of training activities carried out for Bursary & Audit staff 2.5.4c No of Bursary & Audit staff that were trained	2.5.5a VC 2.5.5b Bursar 2.5.5c DA 2.5.5d DIMTC	10 0.5
		2.5.3c Regularly maintain & update the Univ. website	High	2012-2016	2.5.4d % of online town-gown materials on web 2.5.4e Improved ranking of the Univ. Website	2.5.5e VC 2.5.5f DMTC 2.5.5g DDO	
2.6.1 There low utilisation of ICT for external relations	2.6.2a Deploy ICT to promote Alumni, Town & Gown & other external relationships	2.6.3a Create links on the Univ. website for alumni activities, community and other external outreaches 2.6.3b Monitor visits to the website.	High High	2012-2016 2012-2016	2.6.4a No. of visits to website 2.6.4b % of Univ.-community activities featured on the website	2.6.5a VC 2.6.5b DIMTC 2.6.5c DDO	
		2.6.3c Maintain database of Alumni & support the development & distribution of online Alumni Newsletter	High	2012-2016	2.6.4c % of Alumni whose details are available & up-to-dated on the Website 2.6.4d % of Alumni who received/accessed online Alumni	2.6.5d VC 2.6.5e DIMTC 2.6.5f DDO	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
					Newsletter annually		
2.7.1 ICT & Distance Learning: The ODL Unit is in place. However, it has very limited requisite ICT-based resources	2.7.2 Expand access to academic programmes through Distance Learning Mode	2.7.3a Train personnel for effective e-learning activities	High	2012-2016	2.7.4a No. of staff who can produce & handle e-learning facilities	2.7.5a DIMTC	
		2.7.3b Procure & provide relevant ICT resources for ODL	High	2012-2016	2.7.4b No. of programmes available on ODL	2.7.5b VC 2.7.5c DIMTC 2.7.5d DODL 2.7.5e DQA 2.7.5f HODs	10.0
2.8.1 Inter- & intra- Campus communication is primarily through GSM telephone at high cost to staff & the Univ.	2.8.2 Ensure efficient inter- and intra- campus communication system	2.8.3a Develop & deploy Intranet facilities for the Univ. 2.8.3b Deploy VOIP across Campuses	High	2012-2016	2.8.4a Intranet facilities put in place 2.8.4b No. of users linked to VOIP.	2.8.5 DIMTC	20.0
2.9.1 High frequency of power outage & fluctuation.	2.9.2. Ensure steady supply of electricity to enhance performance of ICT facilities	2.9.3a Procure two additional transformers for Osogbo campus 2.9.3b Procure & maintain adequate no. of inverters, solar powered devices & other UPS devices in strategic locations	High	2012-2016	2.9.4 Reduction in downtime	2.9.5a VC 2.9.5b DIMTC	
2.10.1 Generally, there is limited use ICT services by members of staff & students	2.10.2a Ensure that at least 70% of staff have adequate ICT skills 2.10.2b Ensure that at least 80% of students have ICT skills to use e-portal effectively	2.10.3a Organize TWO ICT capacity building workshop monthly for all categories of staff 2.10.3b Enhance online access to self-development tools 2.10.3c Provide at least 70% of senior staff with PCs. 2.10.3d Source for external	High	2012-2016	2.10.4a No. of ICT trainings held bi-annually 2.10.4b No. of staff who had local & external ICT training bi-annually 2.10.4c Increase in the no. of staff members effectively using ICT	2.10.5a VC 2.10.5b DIMTC 2.10.5c DQA	4.0

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
		capacity building opportunities for staff 2.10.3e Develop & deploy self-instruction electronic package & supportive materials 2.10.3f Organise training on the use of e-portal as part of orientation programme			2.10.4d Availability of self-instruction package 2.10.4e % of staff who used self-instruction package annually 2.10.4f Availability of training in the use of e-portal during orientation 2.10.4g % of new students who participate in e-portal orientation		
	2.10.2b Increase the proportion of staff subscribing to Univ. internet services from 5% in 2010 to 70% to 2016	2.10.3g Expand the available bandwidth to 20 MB	High	2012-2016	2.10.4h % of staff on the Univ. Internet	2.10.5d VC 2.10.5e Reg 2.10.5f DIMTC	40.0
2.11.1 Inadequate & high turnover rate of ICT staff. The Main Campus has 8 staff & all other campuses have one staff each except Ifetedo	2.11.2a Increase the no. of ICT staff from 10 to 30 with at least 2 staff per campus, over the next 5 years	2.11.3a Recruit 20 personnel to various establishment in ICT 2.11.3b Provide inducement to retain ICT staff	High	2012-2016	2.11.4a Reduction in turnover rate of staff 2.11.4b No. of new core staff recruited	2.11.5a VC 2.11.5b DIMTC	
	2.11.2b Train & retain competent ICT personnel	2.11.3c Put in place a human capacity development plan (HCDP) for IMTC	High	2012-2016	2.11.4c Existence of HCDP 2.11.4d % of activities in the HCDP implemented 2.11.4e % of staff participating in HCDP	2.11.5c VC 2.11.5d DIMTC	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
					2.11.4f % of staff with good annual performance appraisal rating		
2.12.1 E-portal has been developed but many students & staffs are yet to benefit maximally from it due to poor ICT skills.	2.12.2a Ensure effective use of the e-portal: at least 70% of staff and students use the portal	2.12.3a Develop & deploy a self-instruction electronic package and supportive materials 12.12.3b Provide monthly training in web use. 12.12.3c. Provide functional resources on the website e.g. personal web for staff.	High	2012-2016	2.12.4a Availability of self-instruction package & supportive materials 2.12.4b % of students with access to self-instruction electronic package 2.12.4c % of students with relevant ICT skills	2.12.5 DIMTC	
2.13.1 ICT & Security: There is limited use of ICT for security on campus	2.13.2 Strengthen the Univ.'s security arrangement with ICT tools	2.13.3a Train 10 security officers every semester to effectively use ICT	High	2012	2.13.4a No of security staff trained 2.13.4b % of security officers able to use ICT.	2.13.5a VC 2.13.5b ACSO	2.0
		2.13.3b Provide security offices in all Campuses with Internet access					
		2.13.3c Deploy CCTV & other relevant electronic security devices in strategic locations on the campuses e.g. Senate Building, Health Centres and the Laboratories..	High	2012-2016	2.13.4c No. of CCTV & other security devices deployed on the campuses	2.13.5c VC 2.13.5d DIMTC	7.0
2.14.1 Generating IGR from ICT: IMTC potential for generating IGR is not fully exploited	2.14.2a Generate 5% of IGR from ICT 2.14.2b Provide consultancy services in ICT	2.14.3a Expand ICT professional certification training services 2.14.3b Advertise and mount capacity training programmes for various	Medium	2012-2016	2.14.4a No of professional training programmes mounted per semester 2.14.4b No. of ICT	2.14.5a VC 2.14.5b DIMTC.	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
		categories of users			programmes developed for IGR 2.14.4c Amount of IGR generated by IMTC		

IMPLEMENTATION PLAN – INFORMATION & COMMUNICATION TECHNOLOGY (ICT) AND UNIVERSITY GOVERNANCE

Responsible Officers: VC, SP Manager, Director IMTC

S/N	ISSUES	RESPONSIBLE OFFICERS	RESPONSIBILITIES	DELIVERABLE /BENCHMARK
1	Enhance the quality of teaching and learning environment through appropriate deployment of ICT	VC, Director IMTC	Expanding ICT facilities and resources, establishment of e-learning platform with appropriate Learning Management Software [LMS] and human resources development	<ul style="list-style-type: none"> • Bandwidth available to the University increased to 10 MB by the end of 2012 and 20 MB by the end of 2016 • Each College has at least one full complement of multimedia presentation equipment and that each department has a multimedia projector and screen by 2012 • At least 80% of students have ICT skills to use e-learning platform effectively by 2012/3
2	Harness the potential of ICT to improve general administration and delivery of services as well as improve IGR	VC, Director IMTC	Establishment of an e-administration platform, Computerization/ Digitalization of administrative, financial and security units, and human resources development.	<ul style="list-style-type: none"> • At least 80% of depts./units are fully computerized/digitalized by the end of 2016 • At least 70% of staff have skills to effectively use ICT facilities to enhance work-related performance • Proportion of administrative processes including security carried out electronically reach 40% by 2013; 60% by 2014; and 80% by 2016 • Increase in IGR from ICT

CHAPTER 3A: ACADEMIC PLANNING

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
3.1.1 Student Population Current student enrolment (2010/2011) is 4,764 Females: 2375 (49.9%) Males: 2389 (50.1%)	3.1.2a Increase student population to 10,000 by year 2016 to give more young people opportunities for univ. education	3.1.3a Attain 100% increase in academic & teaching facilities to cope with expected increase in student population	High	2012-2016	3.1.4a % increase in student enrolment	3.1.5a VC 3.1.5b Reg. 3.1.5c Univ. Senate	
	3.1.2b Attain and maintain NUC recommended Teacher-Student ratio (TSR)	3.1.3b Recruit more academic staff of junior cadre and train them	High	2012-2016	3.1.4b Proportion of discipline with appropriate staff-student ratio	3.1.5d VC 3.1.5e Reg.	
		3.1.3c Introduce new academic programmes such as B.Ed. Guidance & Counselling, Educational Management, Adult Education, Environmental Education.	Medium	2013-2016	3.1.4c Increase in no. of academic & professional programmes	3.1.5f VC	
		3.1.3d Increase students' enrolment through ODL.	High	2012-2016	3.1.4d Establishment of ODL	3.1.5g VC 3.1.5h Reg. 3.1.5i DCHRD&LL	
3.2.1 Staff Strength Current staff strength (2010/2011): 612 with adequate	3.2.2 Attain and retain appropriate staff mix in academic and non-academic units of the Univ.	3.2.3a Maintain the monthly capacity Building workshop	High	2012-2016	3.2.4a No. of staff Capacity Building Workshop held per annum	3.2.5a VC	
		3.2.3b Maintain the Special Doctoral	High	2012-2016	3.2.4b No. of staff sponsored for overseas	3.2.5b VC	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
staff-student ratio in a few programmes. Academic:269 Senior Non-Teaching: 139 Junior Non-Teaching: 204		Fellowship scheme 3.2.3c Motivate junior academics to complete their PhD (e.g. overseas placement, conference attendance, etc.) 3.2.3d Commence Postgraduate training	High High	2012-2016 2013-2016	conferences & workshops per annum 3.2.4c No of staff who benefitted from Univ. Research Grants 3.2.4d PG College commenced operations 3.2.4e No. of students enrolled for MSc & PhD programmes	3.2.5c VC 3.2.5d DR&L 3.2.5e VC 3.2.5f Provost, PG College	
3.3.1 Entrepreneurial training for skills for student. Univ. runs special required course in entrepreneurship as well as mount entrepreneurial training scheme for final year students	3.3.2 Produce graduates with appropriate entrepreneurial skills	3.3.3a Build Entrepreneurial Skill acquisition centres on all campuses 3.3.3b Strengthen Collaboration between successful Entrepreneurs & the Univ. 3.3.3c Strengthen the SWEP Programme & develop functional Entrepreneurial curriculum relevant to the needs of the society	Medium High High	2013-2016 2012-2016 2012-2016	3.3.4a No. of self-employed graduates 3.3.4b Increase in entrepreneurs involved in the Univ. entrepreneurial training scheme	3.3.5a VC 3.3.5b VC 3.3.5c Chairman, UEC 3.3.5d VC 3.3.5e HODs 3.3.5f SIWES Coordinator	
3.4.1 Accreditation of academic	3.4.2a Achieve & retain full	3.4.3a Strengthen Academic Planning	High	2012-2016	3.4.4a Depts. comply with QA procedures &	3.4.5a VC 3.4.5b DVC	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>programmes:</p> <p>Close to four-fifths (77%) of existing academic programmes had been presented to NUC and were all accredited.</p> <p>23% are yet to be presented for accreditation</p> <p>Univ. is developing new need-based academic programmes</p>	accreditation status for all academic programmes	<p>& Quality Assurance Units</p> <p>3.4.3b Target compliance with staff-student ratios</p> <p>3.4.3c Emphasize ICT in learning and teaching</p> <p>3.4.3d Recruit academic staff in areas of deficiency & needs (Engineering, Fisheries/Wildlife, URP, B & F)</p>	<p>High</p> <p>High</p>	<p>2012-2016</p> <p>2012-2016</p>	<p>AP directives</p> <p>3.4.4b Academic programmes yet to be accredited are presented for NUC accreditation exercise.</p>	<p>3.4.5c DAP 3.4.5d DQA</p> <p>3.4.5e DAP 3.4.5f DQA</p> <p>VC</p>	

Table 1
STUDENTS' POPULATION FROM INCEPTION TO DATE

ACADEMIC YEAR	MALE	FEMALE	TOTAL
2007/2008	296	299	595
2008/2009	633	622	1255
2009/2010	755	821	1576
2010/2011	691	647	1338
GRAND TOTAL	2375	2389	4764

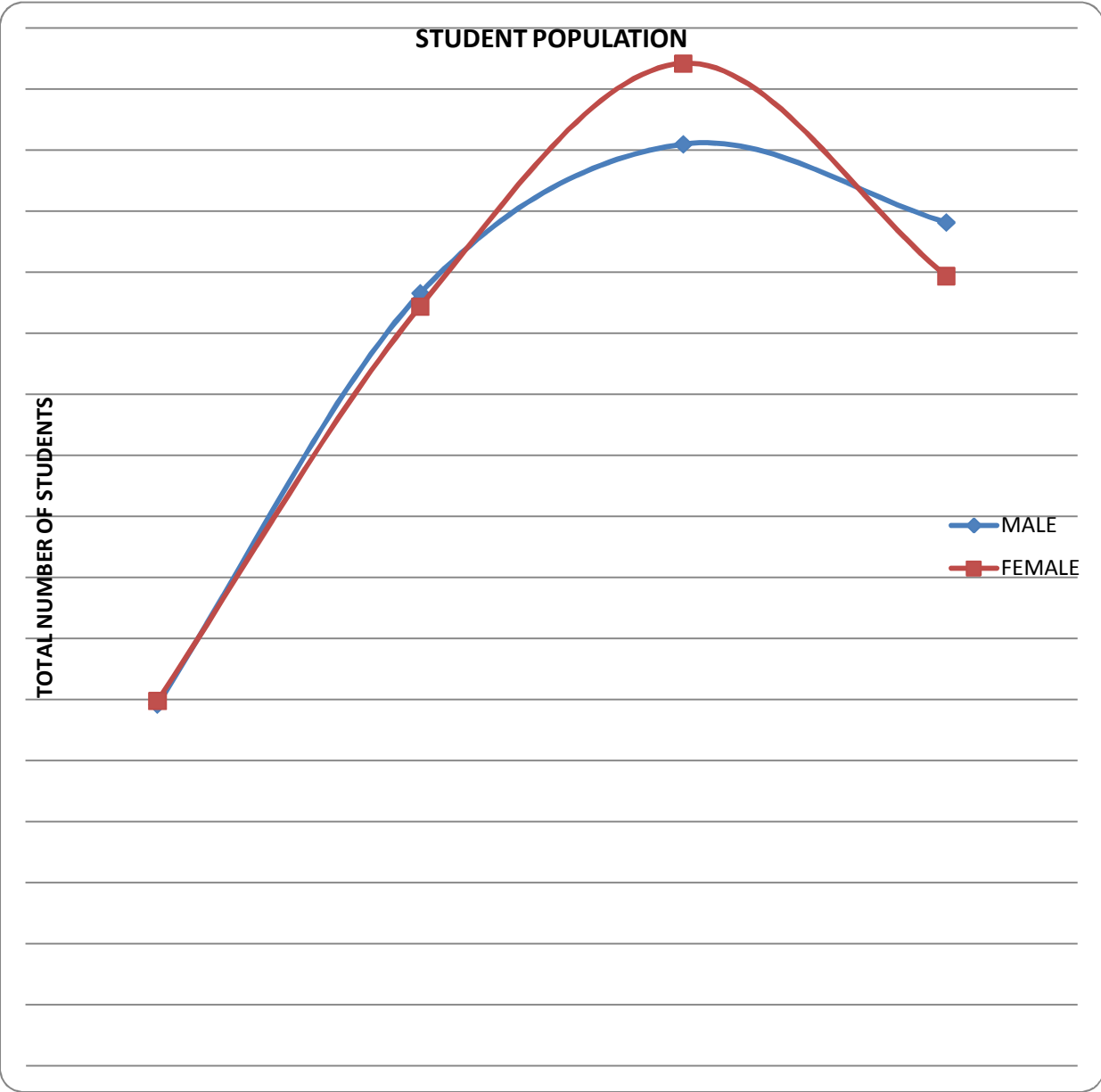
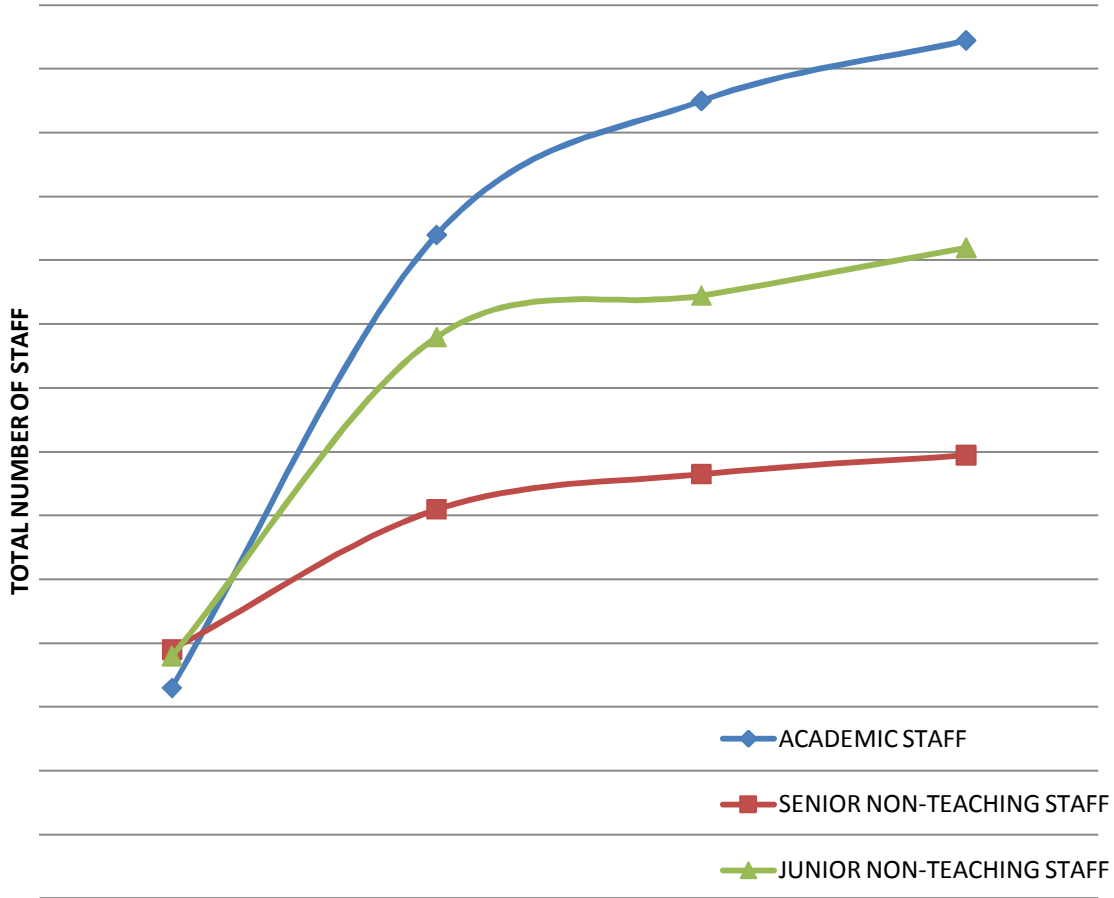


TABLE II

STAFF POPULATION FROM INCEPTION TO DATE

ACADEMIC YEAR	ACADEMIC STAFF			SENIOR NON-TEACHING SAAFF			JUNIOR NON-TEACHING SAAFF			ANNUAL TOTAL		
	M	F	T	M	F	T	M	F	T	M	F	T
2007/2008			66			78			76			211
2008/2009	176	32	208	81	41	122	97	79	176	354	152	506
2009/2010	211	39	250	87	46	133	103	86	189	401	171	572
2010/2011	222	47	269	90	49	139	112	92	204	424	188	612

STAFF POPULATION



Implementation Plan: Academic Planning

S/N	Issues	Responsible Officer	Responsibilities	Deliverables/Benchmarks
1	Increasing student population	VC, Registrar	Provision and upgrading of teaching facilities, and development of new programmes.	Meeting the 10,000 students population target by 2016 Annual students statistics
2	Ensuring quality curricula content and delivery	DAP, DQA	Regular review of curricula content, provision of appropriate resources and effective teaching.	Improved academic performance by students Quarterly reports from Academic Planning and QA Units to the VC
3	Accrediting academic programmes	VC; DAP	Coordination of activities for accreditation of programmes by the NUC	Accreditation reports of the NUC

CHAPTER 4A: QUALITY ASSURANCE

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
4.1.1 Quality Assurance Policy not yet developed	4.1.2 Put in place QA policy for the Univ.	4.1.3 Constitute Policy Development Committee to formulate the QA policy	High	2012	4.1.4 There is QA Policy instrument is in place	4.1.5a VC 4.1.5b DVC 4.1.5c DQA	0.1
4.2.1 Awareness: There is limited awareness of the role of QA in ensuring academic quality	4.2.2 Ensure high academic standard in all programmes	4.2.3a Create awareness about QA 4.2.3b Constitute QA Implementation Committee 4.2.3c Review QA instruments to make them more effective	High High High	2012-2016 2012-2016 2012-2016	4.2.4 Increase in no. of staff members with adequate knowledge of QA processes	4.2.5a VC 4.2.5b DVC 4.2.5c DQA	0.1
4.3.1 Monitoring & Evaluation of systems & processes: QA Unit has commenced monitoring & evaluation of systems & processes	4.3.2a Ensure that all systems & processes function effectively Teaching quality assessment	4.3.3a Prepare & implement M&E Plan for various systems & processes 4.3.3b Conduct survey among students for teaching quality assessment of lecturers 4.4.3c Administer & analyse results of Teaching Portfolio Instruction	High High High	2012-2016 2012-2016	4.3.4a Improved standard of operation in all systems and processes 4.3.4b Sustained culture of quality 4.3.4c Compliance with BMAS, regulations of Senate & guidelines of NUC by all programmes	4.3.5a VC 4.3.5b DVC 4.3.5c DAP 4.3.5d DQA	0.8 0.1 0.6 0.5
	4.3.2b Physical structure assessment	4.4.3d Monitor & assess quality, adequacy & currency of facilities & resources in Depts., Faculties & Colleges		2012-2016	4.3.4d Increase & maintenance of high quality teaching standards		

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
					4.3.4e All academic staff members give due regard to directives of the QA Unit. 4.3.4f Enhanced capacity to compete with other institutions of higher learning 4.3.4g Improved student performance 4.3.4h Improved work performance of academic & support staff		
4.4.1 Capacity Building: Monthly Capacity Building activities do not largely highlight QA processes	4.4.2 Build capacity in QA systems & processes in the Univ.	4.4.3 Maintain monthly capacity building workshop for all staff members in QA processes	High	2012-2016	4.4.4 Increase in competence of staff members	4.4.5a DQA 4.4.5b DR	

CHAPTER 5A: RESEARCH AND LINKAGES

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
5.1.1 Research, Linkages and Partnership Office exists Research Policy exists but not fully implemented	5.1.2a Develop a culture of excellence in research relevant to the needs of the immediate community and the world by year 2016	5.1.3a Provide research grants and other relevant facilities	High	2012-2016	5.1.4a No. of patents,	5.1.5a VC 5.1.5b DR&L 5.1.5c Professors 5.1.5d Provosts 5.1.5e Deans	0.5
		5.1.3b Reduce teaching & administrative loads of junior academics to help them concentrate on research.	High	2012-2016	5.1.4b No. of innovations made 5.1.4c No. of publications in high-impact journals. 5.1.4d No. of staff on editorial boards of top-ranking journals.	5.1.5f VC 5.1.5g DRL&P 5.1.5h Professors 5.1.5i Provosts 5.1.5j Deans	0.5
	5.1.2b Build staff capacity to develop award winning research proposals	5.1.3c Continue to implement existing policy on promotion & conditions of service as they affect research productivity of staff	High	2012-2016	5.1.4e No. of highly-cited researchers. 5.1.4f No. of staff winning International research grants	5.1.5k VC 5.1.5l Chairman, URC	2.5
		5.1.3d Attract & retain seasoned research personnel to enhance the conduct of problem-solving research.	High	2012-2016	5.1.4g No. of seasoned scholars attracted & retained.	5.1.5m VC 5.1.5n Chairman, 5.1.5o A&P Committee 5.1.5p Provosts 5.1.5q Deans	3.5
	5.1.2c Establish internal & international linkages	5.1.3e Publicize information regarding fellowships, scholarships & other awards in the Univ.	High	2012-2016	5.1.4h System stability and low staff turnover.	5.1.5r Directors 5.1.5s HODs	2.6
		5.1.3f Commit at least	High	2012-2016	5.1.4i.No of staff	5.1.5t VC 5.1.5u DRL&P 5.1.5v Directors of	

5.2.1 Research output yet to be optimal. Part of the challenge is inadequate fund for research.	& partnerships between the Univ. & other research organisations/agencies.	15% of the annual recurrent expenditure to research			& students that have benefited from exchange programmes.	other Research Centres	2.5
	5.1.2d Source overseas placement for academics to garner experience from advanced laboratories and colleagues	5.1.3g Strengthen the University Research Committee to promote & coordinate research activities at the University	High	2012-2016	5.1.4j.No of staff & students that benefited from exchange programmes in a year..	5.1.5w VC 5.1.5x DRL&P	
	5.1.2e Assist staff members with grant application preparation, proposal development and project budgeting.	5.1.3h Encourage patents, innovations & publications in high- impact journals.	High	2012-2016	5.1.4.k No. of patents, innovations obtained	5.1.5y VC 5.1.5z DRL&P	1.5
	5.2.2a Scale-up research productivity among academic staff	5.2.3a Reward members of staff whose research efforts attract funding to the University beyond mere promotion	High	2012-2016	5.1.4l. No of publications in high-impact journals.	5.1.5a VC	5.0
		5.2.3b Publish yearly, research findings to attract relevant funding from various sources	High	2012-2016	5.2.4a Increase in staff teaching & research productivity in terms of patents and publications	5.1.5b VC	4.5
		5.2.3c Raise the research funding profile of the University.	High	2012-2016	5.2.4b Greater visibility of UNIOSUN as a centre of excellence in research.	5.2.5c VC 5.2.5d DR&L	
	5.2.3d Maintain the monthly capacity building workshop	High	2012-2016		5.2.5e VC		

		<p>5.2.3e Provide information about research activities and funding</p> <p>5.2.3f Publish yearly, funds attracted, support of staff attendance at short training courses & learned conferences.</p> <p>5.2.3g Sustain the culture of financial reward for publications in high-ranking journals.</p> <p>5.2.3h Encourage academic departments to host learned conferences on campus</p> <p>5.2.3i Organize annual research forum in the Univ. to showcase achievements.</p>	<p>High</p> <p>Medium</p> <p>Medium</p> <p>Medium</p> <p>High</p>	<p>2012-2016</p> <p>2012-2016</p> <p>2012 -2016</p> <p>2012-2016</p> <p>2012-2016</p>	<p>5.2.4c No of staff inducted as fellows of academies.</p> <p>5.2.4d Increase in staff teaching and research productivity</p> <p>5.2.4e Yearly research news published.</p> <p>5.2.4f Successful researchers appropriately rewarded.</p> <p>5.2.4g No. of academic depts. that host learned conferences.</p> <p>5.2.4h Annual research forum organized.</p>	<p>5.2.5f DR&L</p> <p>5.2.5g VC</p> <p>5.2.5h DR&L</p> <p>5.2.5i VC</p> <p>5.2.5j DRL&P</p> <p>5.2.5k VC</p> <p>5.2.5l DRL&P</p> <p>5.2.5m VC</p> <p>5.2.5n DRL&P</p>	
--	--	---	---	---	--	---	--

Implementation Plan

S/No	Issues	Responsible Officer	Responsibilities	Deliverables/Benchmarks
1.1	Research and Linkages office establishment.	VC/Director of Research and Linkages	General coordination of research, linkages and partnership.	Functional Research and Linkages office. First quarter 2012.
1.2	Enhanced capacity for grant-seeking Research output promotion	Directors of Research Research and Development offices	Guidance for staff on proposal development. Establish links with private organizations for research funding and support.	Patents, innovation, discoveries and scholarly publications. Annual open-day on research output. Increase University's visibility.
1.3	Reward for staff that attract external funding and publication in high-ranking journals.	VC/Director of Research and Linkages	Selection of award winner(s).	Annual convocation ceremony.

CHAPTER 6A: LIBRARY SERVICES

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
6.1.1a Accommodation: Library is housed temporarily in available spaces on the campuses	6.1.2a Ensure adequate library accommodation to support teaching, learning & research.	6.1.3a Complete all on- going library building projects	High	2012-2013	6.1.4a Level of completion of Library buildings 6.1.4b Library facilities occupied	6.1.5a VC 6.1.5b UL	Project is on-going
6.1.1b Current Collections: Books: 60,000 Local Journals: 200 Foreign Journals: 25. There is also insufficient no. of books & specialized journals for various programmes.	6.1.2b Ensure availability of adequate reference materials in all disciplines.	6.1.3b Subscribe to more relevant print, electronic books & journals	High	2012- 2016	6.1.4 c Increase in number of library resources available for Teaching, learning & Research 6.1.4d Favourable comments from students & Teaching Staff	6.1.5c VC 6.1.5d UL 6.1.5e HODs	35.0 84.0
6.2.1 Current staff strength: Total 49 Librarians: 12 Senior Non-teaching: 6 Junior Staff: 31	6.2.2 Ensure that the library has adequate human resources.	6.2.3a Recruit 6 Librarians, 6 non-teaching staff & 12 junior staff. 6.2.3 b Train Law Librarian & Medical Librarian	High High	2012 2012-2016	6.2.4a No of staff of various categories available. 6.2.4b No of Law & Medical Librarians trained	6.2.5a VC 6.2.5b Reg. 6.2.5c UL 6.2.5d VC 6.2.5e UL	18.0

6.3.1 E-Library Services available A Library management software is already deployed, although this is Version 3.005. The latest version is 4.002	6.3.2 Provide enhanced electronic access to library resources	6.3.3a Fully automate the library services & ensure appropriate upgrades. 6.3.3b Digitalise critical library resources & make them available on-line	High	2012-2016	6.3.4 Availability of all titles in the collection on the Online Public Access Catalogue (OPAC) & the Main Catalogue	6.3.5a VC 6.3.5b UL 6.3.5c DIMTC	5.0
6.4.1 IGR from the Library: Presently the potentials of the library for IGR is inadequately harnessed. For instance, the bindery section is not yet yielding income to the Univ.	6.4.2 Exploit the potentials of the Library to generate IGR.	6.4.3a Commercialise bindery services in the library to staff and students.	Medium	2012-2016	6.4.4 Bindery & Digitalisation facilities available	6.4.5a VC 6.4.5b UL	20.0 20.0
		6.4.3b Purchase necessary equipment for bindery	Medium	2012-2016			
		6.4.3c Recruit qualified staff to man the bindery unit.	Medium	2012-2016			
		6.4.3d Secure appropriate ICT facilities	Medium	2012-2016			
6.5.1 No electronic Security device in place	6.5.2 Ensure the Prevention of theft & unauthorized circulation of books & other library materials	6.5.3a Ensure that all books are kept and maintained in good condition in the library 6.5.3b Secure the shelves; Enforce purchase of	High Medium	2012-2016 2012-2016	6.5.4a Ready availability of books & Journals on shelves. 6.5.4b Well maintained books & Journals on shelves.	6.4.5a UL 6.4.5b UL	0.01

		replacement copies & impose fines on defaulters install computerized security devices at the entrance & at the Circulation desk			6.5.4c Availability on shelves of all books listed in the various catalogues		
--	--	---	--	--	--	--	--

IMPLEMENTATION PLAN – LIBRARY SECTION

S /NO	Issues	Responsible Officer	Responsibilities	Deliverables / Bench marks
1.	Enhancement of Library Services especially provision of reference materials	VC/UL	i. Provision of required funds, ii. Procurement of books/journals, bindery, digitization & Library security iii. Deploying ICT capabilities	-Periodical reports & monitoring. -Acquisition of additional books & journals. -Use of ICT - Recruiting new staff - Retraining of staff
2.	Procurement of additional books/journals in print and digital formats			

CHAPTER 7A: STAFF AND STUDENT WELFARE

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<i>A. Health Services</i>							
<p>7.1.1 Health services provision: Health centres are available in all campuses, but are opened for only 8 hours per day except in Ifetedo where there is 24-hour services.</p> <p>The number of staff is inadequate in all campuses. There are only 1 doctor and 2 nurses in each of Osogbo and Okuku campuses and 1 doctor and 1 nurse the other campuses. There is no doctor in Ipetu-Ijesa campus.</p> <p>Current health services are essentially curative in nature.</p>	7.1.2 Ensure preventive, promotive, & curative 24-hour health service coverage in all campuses.	<p>7.1.3a Recruit 2 doctors & 2 nurses per campus – supported by NHIS assisted-referral system.</p> <p>7.1.3b Actively encourage buy-in into NHIS by students & staff.</p> <p>7.1.3c Support Health workers to participate in continued medical education (CME).</p> <p>7.1.3d Develop & implement plan for preventive/promotive health activities</p>	<p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>2012 – 2016</p> <p>2012 – 2016</p> <p>2012 – 2016</p> <p>2012-2016</p>	<p>7.1.4a No & category of staff in the employment of the health centre.</p> <p>7.1.4b % of students & staff registered into NHIS</p> <p>7.1.4c % of health workers sponsored for CME annually</p>	7.1.5a VC 7.1.5b Reg. 7.1.5c DHS	

<p>7.2.1a Quality of Health Services: Drugs & other medical supplies are inadequate and pose challenge to quality of services.</p> <p>7.2.1b Health data about students not sufficiently captured and shared among health teams in the different campuses.</p> <p>7.2.1c Referral system not performing optimally due to weak linkages with other existing health facilities, although ambulances are available in all campuses & functioning</p>	<p>7.2.2 Provide high quality health services for staff and students.</p>	<p>7.2.3a Develop or/& adopt effective ICT- logistic management system for drugs & medical supplies 7.2.3b Undertake projections for needed drugs and other medical supplies using standard approach to inform purchases</p> <p>7.2.3c Monitor the quality of service delivery</p> <p>7.2.3d Strengthen the health management information system.</p> <p>7.2.3e Strengthen referral services by developing stronger linkage with selected health facilities 7.2.3f Ensure regular maintenance of the ambulances & the availability of drivers for them.</p>	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>2012-2016</p> <p>2012-2016</p>	<p>7.2.4a ICT-driven logistic management system for drug management & supplies implemented.</p> <p>7.2.4b Reduction in the no. of complaints received biannually through feedback boxes.</p> <p>7.2.4c % of students registered by the HMIS of the health centre</p> <p>7.2.4d No. of campuses that could access the health centre database</p> <p>7.2.4e Time taken to complete transfer from the referring health centres to receiving facilities</p>	<p>7.2.5a DVC 7.2.5b DIMTC 7.2.5c DHS</p>	<p>12.0</p>
<p>B. Student Unionism</p>							
<p>7.3.1 Establishment of Students' Union: There are</p>	<p>7.3.2a Establish a Central Student Union.</p>	<p>7.3.3a Develop a guideline for the establishment of a</p>	<p>High</p>	<p>(2012-2016)</p>	<p>7.3.4a Improved relationship between management &</p>	<p>7.3.5a VC 7.3.5b DSA</p>	<p>3.0</p>

<p>Departmental and College Associations. A central Student Union is not in existence.</p>		<p>Student Union. 7.3.3b Facilitate the conduct of election into the Student Union/Associations 7.3.3c Encourage Faculty Associations when new Faculties are created. 7.3.3d Expose members of the Union/Association Executive to Union activities in other climes.</p>	<p>Medium Medium Medium</p>		<p>students</p>		
	<p>7.3.2b Monitor the number of Associations, clubs and other organizations and ensure that they are registered for effective performance monitoring.</p>	<p>7.3.3e Produce guidelines for registration, renewal of registration for student associations, clubs and organisations. 7.3.3f Ensure compliance with guidelines on renewal of registration of students associations, clubs and organizations 7.3.3h Train students leaders in skills for promoting healthy relationship among students</p>	<p>High High High</p>	<p>2012</p>	<p>7.3.4b No. of Associations Registered and Renewed</p>	<p>7.3.5c SAO</p>	<p>4.0</p>
	<p>7.3.2b Assist students to develop interest in beneficial co-curricula activities</p>	<p>7.3.3j Identify social activities that agree with UNIOSUN vision & mission 7.3.3k Encourage</p>	<p>High</p>	<p>2012</p>	<p>7.3.4c Regular hosting of the programmes</p>	<p>7.3.5d SAU & Students body</p>	

		compliance with guidelines for such activities 7.3.3l Seek cooperation of students	High High				
7.4.1 Construction of Student Centres on all campuses: There are no Student Centres on the campuses	7.4.2 Develop Student Centres to encourage interaction among students.	7.4.3 Build Student Centres in every campus	Medium	2012-2015	7.4.4 Centre is built in every campuses	7.4.5a VC 7.4.5b Bursar 7.4.5c DW&PP	
7.5. Students' accommodation							
7.6.1 The Univ. policy is non-residential. However it is encouraging Build, Operate & Transfer System on all campuses. At least 90% of students currently live off campus. Hostel accommodation is provided by the Univ. at Ifetedo Campus.	7.6.2 Encourage long & sustained productive academic work in students by facilitating on-campus accommodation.	7.6.3a Strengthen Public-Private Partnership scheme to provide more accommodation for students. 7.6.3b Ensure accommodation complies with the Univ.'s standard.	High	2012-2016	7.6.4 No. of accommodation on campus.	7.6.5a SAU 7.6.5b Works Unit 7.6.5c Private Investors	
D. Student Support System							
7.7.1a There is no Student Affairs Units in most of the campuses: Where they exist they do not have adequate personnel.	7.7.2a Make the Student Affairs Unit more functional.	7.7.3a Recruit a qualified Secretary & Clerk	High	2012	7.6.5a Qualified Secretary & a Clerk appointed	7.7.5a VC 7.7.5b Reg.	
7.7.1b Counselling Unit: Counselling activities is currently being carried out by a few services. This is	7.7.2b Provide adequate counselling for Students.	7.7.3b Employ at least two staff in Osogbo & one in each of the other campuses.	High	2012-2016	7.6.5b No of Student Counsellors appointed.	7.7.5c VC 7.7.5d Reg	

not ideal.							
7.7.1c Limited opportunities currently exist for student to get financial support	7.7.2c Encourage academic excellence	7.7.3c Provide information on scholarships opportunity for students	High	2012-2016	7.6.5c Increase in the no of students that secure scholarship	7.7.5e SAU	
7.7.1d Student Advisory Council not in place	7.7.2d To properly monitor students' welfare & discipline	7.7.3d Set up Advisory Council 7.7.3e Establish a time frame 7.7.3f Fashion out modus operandi 7.7.3g Provide logistic supports	High	2012	7.6.5d Better handling of student matters	7.7.5f VC 7.7.5g SAU	
7.7.1e The transportation system to the university is inefficient.	7.7.2e Ensure ease of access for all off- campus students & other stakeholders	7.7.3h Public-Private Partnership would be encouraged as it presently operates on Osogbo and Ikire campuses	High	2012-2013	7.6.5e Increase in availability of transport at all hours for the campuses	7.7.5h Mgt. 7.7.5i SAU 7.7.5j Private Investors	
7.7.1f A code of dressing exists but students do not adhere fully to it.	7.7.2f Ensure adherence of students to dressing code	7.7.3i Provide guidelines on code of dressing for students 7.7.3j Ensure compliance with dress code as contained in students handbook 7.7.3k Ensure proper monitoring	High	2012	7.6.5f Decent mode of dressing	7.7.5k SAU	

Staff Welfare and Health

Issue & Situation Analysis	Goal	Strategy/activity	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>7.8.1a The Univ. has a variety of welfare packages for its staff which need to be improved on e.g. absence of crèche, loan facility, cafeteria etc</p> <p>The Univ. has a Health Centre but does not provide adequate care for staff.</p>	7.8.2 Develop a highly motivated work force	<p>7.8.3a Develop an objective and fair reward system.</p> <p>7.8.3b Establish a Univ. staff schools (including crèche, primary, secondary)</p> <p>7.8.3c Provide loan facilities for housing & vehicle acquisition</p> <p>7.8.3d Encourage up to 50% of staff & students to be part of the National Health Insurance Scheme (NHIS) in two years</p> <p>7.8.3e Review & strengthen the pension scheme</p> <p>7.8.3f Improve transport services for all campuses</p> <p>7.8.3g Establish standard cafeteria & recreational facilities</p> <p>7.8.4h Organise seminar & capacity building for staff</p> <p>7.8.4i Make salaries, allowances & other emoluments to be at par with what obtains at Federal level</p>	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>Medium</p> <p>High</p>	<p>2012-2016</p> <p>2012-2016</p>	<p>7.8.4a Highly motivated work force</p> <p>7.8.4b Univ. Staff School established including Creche, Primary & Secondary Schools</p> <p>7.8.4c Loan facilities provided</p> <p>7.8.4d Significant increase in no of people in NHIS</p> <p>7.8.4e Pension Scheme strengthened</p> <p>7.8.4f Improved transport services.</p> <p>7.8.4g Recreational & cafeteria facilities developed.</p> <p>7.8.4h Seminar & Capacity Building organised for staff</p> <p>7.8.4 Salaries & allowances applicable at Federal level implemented</p>	<p>7.8.5a VC</p> <p>7.8.5b Reg.</p> <p>7.8.5c Provosts</p> <p>7.8.5d VC</p> <p>7.8.5e DHC</p> <p>7.8.5f VC</p> <p>7.8.5g Mgt.</p> <p>7.8.5h VC</p> <p>7.8.5i Mgt.</p> <p>7.8.5j VC</p> <p>7.8.5k Mgt.</p>	

Implementation Plan – Welfare, Health Centre and Student Affairs

Student Welfare

S/No	Issues	Responsible officer	Responsibilities	Deliverables/Bench marks
1.	Enhanced Student Welfare	VC, DSA, Director of Health Services	<ul style="list-style-type: none"> Enhancement of student wellbeing(Health services, Student Support System, Counseling Unit, Student Advisory Council, Scholarships, Inter Collegiate competition, Students' Accommodation, transportation, UNIOSUN Band) 	<ul style="list-style-type: none"> ➤ access to quality health services in all campuses ➤ Improved academic performance
2.	Promotion of Student Associations	VC and DSA	<ul style="list-style-type: none"> Monitor and provide institutional support for Student Associations. 	Improved relationship between management and students

Staff Welfare

S/No	Issues	Responsible officer	Responsibilities	Deliverables/Bench marks
1.	Enhancement of Staff welfare/ Motivation	VC, Registrar, Provosts	Ensuring all matters affecting staff welfare is adequately addressed.	<ul style="list-style-type: none"> ➤ Optimal performance and improved productivity ➤ Enhanced engagement of Staff associations in welfare matters
	Health	VC, Director of Health Services	Develop and implement plan for preventive /promotive health activities	<ul style="list-style-type: none"> ➤ Optimal performance and improved productivity

SECTION 8A: SPORTS AND RECREATION

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
8.1.1 Sports & sporting activities: Facilities & equipment development. The Univ. is rapidly developing sports and recreation. It would develop a sport pavilion in the main campus & basic facilities in the satellite campuses.	8.1.2 Develop excellent sporting and recreation culture in staff and students.	8.1.3a Build a mini-stadium in the main campus	High	2012-2014	8.1.4a A mini-stadium built on the main campus	8.1.5a VC 8.1.5b Bur 8.1.5c Chairman, SC	12.0
		8.1.3b Develop a standard football/track pitch in each of the satellite campuses	High	2012-2014	8.1.4b No. of football and track pitches completed		21.0
		8.1.3c Build a multi-games court in all the campuses	High	2012-2014	8.1.4c No. of multi-games court built		31.0
		8.1.3d Develop a functional maintenance plan for sports facilities	High	2012-2016	8.1.4d Existence & implementation of a maintenance plan		
8.2.1 Competitive Sports The Univ. participates in competitive sports. It participated in the 23 rd NUGA Game & was 23 rd on medal with 8 medals.	8.2.2 Make UNIOSUN one of the top 10 Univs. in soccer & other sports.	8.2.3a Hire & retain one male & one female qualified coaches.	High	2012-2014	8.2.4a Qualified coaches appointed	8.2.5a VC 8.2.5b Bur 8.2.5c Chairman, SC	
		8.2.3b Strengthen existing sports programmes in the Univ.	High	2012-2016	8.2.4b No. of sporting activities run per annum.		
		8.2.3c Organize an annual health week for the Univ. community	High	2012-2016	8.2.4c Health Week organized every semester		
		8.2.3d Lecturers to give due	High	2012-16	8.2.4d Few or no student reported having been		

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
		<p>considerations to the special academic challenges of sports men and women.</p> <p>8.2.3e Reward students who excel in sport competitions</p> <p>8.2.3f Provide adequate funds for sporting activities</p> <p>8.2.3g Strengthen the University's Sports Committees</p> <p>8.2.3h Ensure that sports & recreation are gender sensitive.</p> <p>8.2.3i Provide regular sports news to the Univ. community</p>	High	2012-2016	<p>disadvantaged by being a sports man/woman.</p> <p>8.2.4e Sports men & women who win medals are rewarded.</p> <p>8.2.4f Adequate funds provided for sports.</p> <p>8.2.4g Existence of a functional Sports Committee.</p> <p>8.2.4h Everyone has equal opportunities for sports.</p> <p>8.2.4i Sport news regularly provided in the university</p>		

Implementation Plan – Sports and Recreation

S/NO	ISSUES	RESPONSIBLE OFFICER	RESPONJSIBILITIES	DELIVERABLES/BENCH MARKS
1	Provision of Sport Facilities & equipment	VC, Bursar, Chairman Sports Committee	<ul style="list-style-type: none"> • Provision of logistics and funds • Ensuring that regular sporting activities take place 	<ul style="list-style-type: none"> • Build a mini-stadium on the main campus by 2014 • Completion of the construction of football pitches/tracks with sports pavilions in other campuses between 2012-2013. • Build games courts in all campuses between 2014-2016.
2	Competitive Sporting activities for students and staff.	VC, Chairman Sports Committee	Organization of competitive sporting activities for both students and staff	Competitive sporting activities take place every year.

CHAPTER 9A: COMMUNITY RELATIONS

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
9.1.1 Cordial relationship exists between the university and its host communities. Some communities provided the Univ. with facilities:	9.1.2a Strengthen peaceful & cordial relationship that will support teaching, research & public service by the Univ.	9.1.3a Establish Univ./host community consultative forum	High	1 st Quarter of 2012	9.1.4a No of forum established.	9.1.5a VC 9.1.5b Provosts 9.1.5c PRU 9.1.5d SAO 9.1.5e Comm. Leaders 9.1.5f Opinion Leaders 9.1.5g Elites.	6.0
A block of classrooms in Ifetedo and an Office block in Ipetu-ljesa campuses respectively.	9.1.2b Create conducive work and study environment for staff & students respectively.	9.1.3b Establish a community relations unit.	High	1 st Quarter of 2012	9.1.4b Community Relations Unit established.		6.0
Provision of hostel accommodation in Okuku and Osogbo campuses through private initiatives.	9.1.2c Give host communities sense of ownership of the Univ.	9.1.3c Implementation of selected community activities.	Medium	1 st Quarter of 2012	9.1.4c No. of projects executed by the University for the community		6.0
The Univ. rehabilitated some dilapidated community school buildings in Oke Baale, Osogbo	9.1.2d Get host communities to provide more infrastructural & funding support.	9.1.3d Establish a bi-annual events for host communities	Medium	2 nd Quarter of 2012	9.1.4d No. of events held for the host communities		6.0
	9.1.2e Give host communities catchment status in employment & admission exercises						
9.2.1 Univ./Parent Forum i. A Univ.	9.2.2 Strengthen the Univ./Parent Forum	9.2.3 Continuous sensitization of the parents about the	High	2012-2016	9.2.4a No. of out reaches to parents 9.2.4b Frequency of	9.2.5a PF 9.2.5b Mgt. 9.2.5c SAO	2.0

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
Parent Forum exists & is functional. It holds regular meetings & undertakes projects for the Univ.		progress of the Univ.			meetings of parents' forum 9.2.4c No. & type of project being executed for the Univ. by the Forum/jointly executed 9.2.4d No. of endowments, prizes & donation of book		
<p>9.3.1 Graduate Support Office & Univ. Alumni Relations.</p> <p>i. The Graduate Support & Alumni Relations exists</p> <p>ii. A data base on the Alumni has been developed & there is a support link on the Univ.'s Website</p>	9.3.2 Foster supportive relationships between the Alumni and the University & encourage collaboration between Graduate Support Office & Alumni Relations Unit.	<p>9.3.3a Regular update of Alumni data base</p> <p>9.3.3b Regularly circulate Alumni Newsletters including e-bulletins</p> <p>9.3.3c Make joint efforts to link donors</p> <p>9.3.3d Facilitate annual alumni reunion.</p> <p>9.3.3e Appoint an Officer for Alumni Relations Unit</p> <p>9.3.3f Establish local, regional, national & international Alumni Associations</p>	<p>High</p> <p>Medium</p> <p>High</p> <p>Medium</p> <p>High</p> <p>Low</p>	<p>2012-2016</p> <p>2012-2016</p> <p>1st Quarter 2012-2016</p> <p>2012-2016</p> <p>2012-2016</p> <p>2012-2016</p>	<p>9.3.4a Increase in no. of alumni & alumna annually</p> <p>9.3.4b No. of Alumni Newsletter & e-bulletins circulated annually</p> <p>9.3.4c No. of activities jointly organized by Alumni and the University/</p> <p>9.3.4d No. of Alumni that participated in the re-Union</p> <p>9.3.4e An Alumni Officer appointed</p> <p>9.3.4f No. of branches of Alumni established at different levels</p>	<p>9.3.5a VC</p> <p>9.3.5b Reg.</p> <p>9.3.5c DDO</p> <p>9.3.5d GSO</p> <p>9.3.5e Alumni Officer,</p> <p>9.3.5f Alumni Support Officer</p> <p>9.3.5g Alumni</p> <p>9.3.5h VC</p> <p>9.3.5i Reg.</p> <p>9.3.5j DO</p>	10.0

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
9.4.1 Corporate Affairs Unit (Public Relations, Legal & Protocol) Corporate Affairs Unit exists, but the Legal arm not yet functional. The Unit does not have an adequate number of staff	9.4.2a Ensure greater Publicity of the Univ. and project its good image building	9.4.3a Organize Press Conference/briefing for public sensitization 9.4.3b Produce UNIOSUN Magazine 9.4.3c Issue Newsletters & Press Releases	Medium Medium Medium	2012 – 2016 2012 – 2016 2012 – 2016	9.4.4a No. of press conferences/briefings organized 9.4.4b No. of editions of Magazine produced 9.4.4c No. of Newsletters & Press Releases issued	9.4.5a VC 9.4.5b Head, CAU 9.4.5c EIC 9.4.5d PRO 9.4.5e Prot. Officer	7.0
	9.4.2b Provide protocol services for staff, students and guests of the University	9.4.3d Issue Sport News and link it with the Website 9.4.3e Sensitize members of the Univ. Community	High Medium	Jan 2012 2012-2016	9.4.4d Response from the Univ. community	9.4.5f Reg.	5.0
	9.4.2c Appoint a Legal Officer	9.4.3f Appoint a Legal Officer	Low	2012-2016	9.4.4e Legal Officer appointed		3.0
	9.5.1 Culture: Univ is located in a cultural hub of the Yoruba. Its participation in cultural activities are still low.	9.5.2a Partner with the State Govt. in the promotion of African culture, tradition & State cultural fiesta	9.5.3a Initiate direct contact with the State Min. of Tourism & Culture.	Medium	3 rd Quarter 2012	9.5.4a No. of cooperative activities between the Univ. & the State Min. of Tourism & Culture	9.5.5a VC 9.5.5b Reg. 9.5.5c DUCT
9.5.2b Create an environment within the campus where some activities related to the fiesta could take place for fund generation.		9.5.3b Host museum & Gallery of Art & Culture of Osun people & other African cultures.	Medium	3 rd Quarter 2012	9.5.4b No. of exhibitions	9.5.5d Provost, 9.5.5e CHC 9.5.5f DUCT	5.0
9.5.2c Partner with the Centre for Black Culture and		9.5.3c Sign an MOU. Serve as a centre for the integration of	Medium		9.5.4c. MOU for active collaboration in cultural ventures	9.5.5g VC 9.5.5h Reg. 9.5.5i Provost	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
	International Understanding, Osogbo.	relevant traditional art & practices			signed		
	9.5.2d Prioritize the history & culture of Osun people in research activities	9.5.3d Build Osun culture, tradition & hospitality into academic tradition of the Univ.		1 st Quarter 2012	9.5.4d. Existence of cultural items in univ. curricula.		5.0
	9.5.2e Forge partnership, collaboration & linkages with other similarly conceived Centres around the world.	9.5.3e Sign MOU & mount series of programmes in African studies to serve students & other researchers.	High	2012 - 2013	9.5.4c Existence of MOU with other Centres	9.5.5j DR&L	10.0
9.5.3f Host relevant local & international guest lectures, public lectures, workshops & seminars/conferences.		High	2012 - 2013	9.5.4d. Courses in cultural studies expanded.	9.5.5k DR&L		
9.5.3g Develop & run short term & degree programmes in Tourism & Hospitality Mgt.		Medium	3 rd Quarter 2012	9.5.4e No of relevant local & international guest lectures, public lectures, workshops & seminars hosted per session	9.5.5l Provost		
	9.5.2d Build capacity in tourism, culture and hospitality industry.		High	2012 - 2013	9.5.4f No. of enrolment & short courses undertaken within the period	9.5.5m Provost, CH&C 9.5.5n Provost, CMSS	5.0

IMPLEMENTATION PLAN – COMMUNITY RELATIONS

S/NO	Issues	Responsible Officers	Responsibilities	Deliverables/Bench Mark
1	Strengthening peaceful and cordial relationship with all Stakeholders	*VC *Provosts *Director, Advancement Office *Public Relation Officer	Coordination of relationship with all Stakeholders.	Quarterly reports to Congregation, Senate and Council. Use of Electronic Media. Periodic reports through the Director, Advancement Office, to the VC, not exceeding quarterly basis.
2	Enhancing the Image of the University	V.C. DVC, DAP Director, Advancement Office Director, Linkages *Head, Corporate Affairs Unit	* Promoting the image of the University through various mechanisms	Regular Publication of quarterly UNIOSUN Magazine. Organizing relevant academic and social activities on regular basis. Periodic reports through the Director, Advancement Office to the VC.

CHAPTER 10A: DEVELOPMENT OFFICE

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
10.1.1 Development Office Established. -A Graduate Support Unit exists -A data base on the Alumni has been developed & there is a support link on the University's Website -Dev. Board yet to be inaugurated -Units yet to be formatted i.e. ..Fundraising/Endowments .. Alumni Relations ..Communication/Corporate Affairs ..Research and Data Base	10.1.2 Advancement of Univ., Student, Staff & Community	10.1.3a Inaugurate Dev. Board	High	2012	10.1.5a Amount of Fund Raised per session	10.1.5a VC	5.0
		10.1.3b Establish various units & appoint the required staff	Medium	2012	10.1.5b Value of Endowments secured per session	10.1.5b DDO	2.0
		10.1.3c Dev. & regularly update Alumni data base	High	2012	10.1.5c No of Alumni who related with the office per session	10.1.5c VC 10.1.5d DDO	50.0
		10.1.3d -Regularly issue & circulate Alumni Newsletters	High	2012	10.1.5d No of graduates assisted in e.g. job placement,	10.1.5e VC 10.1.5f DDO	1.3
		10.1.3e Produce e-bulletin	High	2012-2016	10.1.5e Existence of an updated accessible data base		20.0
		10.1.3f Facilitate annual alumni reunion	Medium	2012	10.1.5f No. of Alumni newsletter circulated annually.		2.0
		10.1.3g Facilitate the establishment of local, regional, national & international Alumni Associations	High	2012-2016	10.1.5g No. of e-bulletin uploaded		
		10.1.3h Produce one UNIOSUN NEWSRING per semester	Medium		10.1.5h No. of events organised for imagemaking	10.1.5g VC	
		10.1.3i Organise Press Conference/dinners,	Medium				
		10.1.3j Upload UNIOSUN's events on the Websites,	Medium				
10.1.3k Produce monthly/weekly news fliers "Monday Morning UNIOSUN"							

<p>10.2.1 UNIOSUN Development Office Consult fully Incorporated A Unit in the Dev. Office is in charge</p>	<p>10.2.2 Empower the Unit to carry out consultancy services</p>	<p>10.2.3a Disarticulation from the Development Office 10.2.2b Amend the Law establishing the CONSULT. 10.2.2c Appoint Unit Head 10.2.2d Organise Staff Training & Capacity Building</p>	<p>Medium</p>		<p>10.1.5i No. of active local regional & international Associations 10.1.5j No of NEWSSPRING Editions 10.1.5k No. of events packaged 10.1.5l No. of Unit heads appointed & equipped 10.2.5a Value of Income generated</p>		
--	--	--	---------------	--	---	--	--

Implementation Plan – Development Matters

SN	ISSUES	RESPONSIBLE OFFICER	RESPONSIBILITIES	DELIVERABLES/ BENCHMARKS
1	Inauguration of the Development Board	VC/Director of Development	A Functioning and Effective Development Board Supporting Fundraising and Endowments	Inauguration of the Board by 1 st Quarter 2012
2	Establishment of the five Units	VC/Director Development Office	<ul style="list-style-type: none"> -Fundraising and Endowments - Graduate Support/Alumni Relations & Data Base - Communications/Corporate Affairs -Ventures - Community Relations Committee 	Each unit established and fully operational with heads appointed by the end of 1 st Quarter 2012. Periodic Report through the Director to the Vice-Chancellor

CHAPTER 11A: UNIVERSITY ESTATE AND SECURITY

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)	
Building and Infrastructure								
<p>OSOGBO CAMPUS</p> <p>11.1.1a Osogbo Campus has a total Land Area of 203.458 Hectares, about 45% of which is un-usable due to High-Tension Electricity Line and burrowed Pits</p> <p>About 28.6 hectares representing 14.07% of the available land area has been fully developed. Thus some 83.3 hectares is available for further development</p> <p>11.1.1b Total No. of Classrooms at the Osogbo Campus is 11 & can accommodate about 740 Students. This is inadequate for the present population of 1,339 students. There is a 770-seat auditorium.</p> <p>11.1.1c Office Accommodation: A total of 215 Offices accommodating 435 Staff is available, but this is inadequate</p>	11.1.2a Make Univ. environment conducive for effective teaching, learning & research.	11.1.3a Implement development plan to ensure judicious use of the available land.	High	2012 – 2016	11.1.4a Appropriate implementation of development plan	11.1.5a Council	100.0	
	11.1.2b Ensure conducive classroom experiences for both staff & students	11.1.3b Build one additional Lecture theatre to sit 500 students	Medium	2012 – 2016	11.1.4b % of land area developed.	11.1.5b VC		
	11.1.2c Provide adequate office accommodation for all staff members	11.1.3c Build more offices & attach office spaces to new building projects.	High	2012 – 2016	11.1.4c One 500-seater lecture theatre built.	11.1.5c DWPP		429.3
	11.1.2d Provide more facilities to cater for the	11.1.3d Complete the	High	2012 – 2016	11.1.4d % increase in No of offices available.	11.1.5d Mgt.		324.0
					11.1.4e No. of Classrooms available for	11.1.5e Mgt.		

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
11.1.1d Total Number of laboratories available is 9 and is inadequate for the use of students.	anticipated growth in students' population.	Engineering building under construction, the twin lecture theatre & the H/S building. . Build more teaching laboratories.			Students' use.		
11.1.1e Currently, there are no studios or workshops.	11.1.2e Ensure that science students have adequate studio/workshops	11.1.3e Build more studio/workshop in the two colleges.	High	2012 – 2016	11.1.4f No. of laboratories available	11.1.5f Mgt.	59.8
11.1.1g ICT Building: There is no dedicated ICT Building	11.1.2g Provide a suitable building with 500 seats, to house the ICT main node on campus for efficiency	11.1.3f Complete on-going twin lecture theatre to serve the needs of the College of SET.	Medium	2012 – 2016	11.1.4g No of Studios available to students	11.1.5g Mgt.	
11.1.1g Chalets Available: The campus has one chalet with 6 rooms	11.1.2h Provide transit accommodation for new lecturers to help them start up.	11.1.3g Maintain chalets in useable condition	Medium	2012 – 2016	11.1.4h ICT building in place	11.1.5h Mgt.	450.0
Available Toilets: There are 350 in all the Buildings on the sogbo campus.	11.1.2i Provide adequate toilet facilities for staff, students & visitors	11.1.3h Attach toilets facilities to all new buildings.	Low	2012 – 2016	11.1.4i Chalet rooms in liveable conditions	11.1.5i Mgt.	
			High	2012 – 2016	11.1.4j No of new toilet rooms added	11.1.5j Mgt.	
					11.1.4k Toilets are clean always & in serviceable condition	11.1.5k Mgt.	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>11.2.1a Hostel Accommodation: There are no accommodation facilities on campus. Hostel Accommodation presently available are by Private/Public Partnership off campus</p> <p>11.2.1b Waste Management on Campus: Waste management method currently adopted is uncoordinated.</p> <p>11.2.1c Bukateria: There are 10 Eateries and twenty lock-up Shops</p> <p>OKUKU CAMPUS 11.3.1a The campus is about 40.050 hectares of land 23.89% of which is developed.</p> <p>11.3.1b There are 19 classrooms and no lecture theatres. However a 500-seat lecture theatre is under construction. More classrooms are also needed to meet the needs of the growing</p>	11.2.2a Provide conducive academic atmosphere for effective teaching and learning.	11.2.3a Explore BOT to expand on-campus hostel accommodations.	Medium	2012 – 2016	11.2.4a % increase in available hostel accommodation	11.2.5a Mgt.	15.0
	11.2.2b Expand quality hostel accommodation for students including on-campus facilities.	11.2.3b Develop a Waste Management Plan for the Univ.	Low	2012 – 2016	11.2.4b Type of Hygienic waste disposal method adopted.	11.2.5b Mgt.	
	11.2.2c Make the Univ. environment clean & ensure effective disposal of wastes.	11.2.3c Locate a waste treatment site for the Univ. or plan an effective linkage with existing dumps in Osogbo.	High	2012 – 2016		11.2.5c VC 11.2.5d Mgt. 11.2.5e DW&PP	60.0
	11.2.2d Provide adequate eateries & shop facilities on campus	11.2.3d Purchase one waste collection van.	High	2012 – 2016	11.2.4c No. of Shops available & variety of items sold.	11.2.5f Mgt. 11.2.5g Bukateria Committee 11.2.5h DW&PP	
	11.3.2a Create an environment suitable for effective academic engagement	11.2.3e Ensure cleanliness of eateries & ensure hygienic food supply	Low	2012 – 2016	11.3.4a Land use plan & implemented	11.3.5a Mgt.	
	11.3.2b Provide adequate classroom & Lecture theatres	11.2.3f Expand shopping facilities on the campus.	Medium	2012 – 2016	11.3.4b No. of new classrooms available.	11.3.5b Mgt.	
	11.3.3a Develop	Medium	2012 - 2016	11.3.4c No of new Lecture theatres built	11.2.5c Mgt.		

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (₹ million)
population of students.		&implement a land use plan for the Campus.			11.3.4d No of Offices available.	11.2.5k Mgt.	
11.3.1c There are also 95 offices which are not enough to accommodate the staff There are 6 laboratories on the campus but there are no studios/workshops	11.3.2c Ensure adequate office accommodation for all categories of staff for effectiveness.	11.3.3b Build a 500-seater capacity lecture theatre; 11.3.3c Complete on-going construction projects on the Campus	Medium	2012 - 2016	11.3.4e No of Laboratories available	11.2.5l Mgt.	60.0
	11.3.2d Provide adequate laboratory/studio facilities	11.3.3d Build more office 11.3.3e Ensure new buildings have office spaces attached to them	Medium	2012 - 2016	11.3.4f No. of Studios/Workshops available	11.2.5m Mgt.	
			Low	2012 – 2016		11.2.5n Mgt.	
11.3.1d There is one dedicated ICT Building with a capacity for 240 users.	11.3.2e Provide adequate access to ICT facilities for teaching and learning.	11.3.3f Equip the ICT building for internet access and e-learning	Low	2012 - 2016	11.3.4g A functional ICT building exists.	11.2.5o Mgt.	200.0
11.3.1e There are 3 libraries with capacity to sit 192 Users	11.3.2f Provide adequate library housing facilities	11.3.3g Build a library with up to date materials	Low	2012 - 2016	11.3.4h Library contains dated references.	11.2.5p Mgt.	
11.3.1f Toilet facilities: A total number of 38 toilets is	11.3.2g Ensure adequate toilet facilities for staff,	11.3.3h Build more toilets	Medium	2012 - 2016	11.3.4i Increase in No of Toilets	11.2.5q Mgt.	
						11.2.5r Mgt.	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>available. This is inadequate for number of potential users</p> <p>11.3.1g Chalet facilities: There are 3 blocks of building which were chalets but currently being used as hostel accommodation for students and temporary accommodation for new staff.</p> <p>11.3.1h Sports and Recreational Facility: The campus has no recreational/sporting facility</p> <p>11.3.1i Waste Management on Campus: No clearly stated strategy for waste management on campus</p>	<p>students and visitors.</p> <p>11.3.2h Ensure suitable temporary accommodation for new and temporary staff.</p> <p>11.3.2i Provide facilities for all round development of staff and students</p> <p>11.3.2j Provide recreational/sport facilities for relaxation as well as competitive sports</p> <p>11.3.2k Maintain a clean campus and ensure a proper disposal of wastes.</p>	<p>11.3.3i Ensure new buildings have toilets attached to them</p> <p>11.3.3j Dedicate 1 of the buildings for staff now, and make others available for staff later</p> <p>11.3.3k Build a football pitch and multi-purpose court; Build a recreation centre for staff and students</p> <p>11.3.3k Develop & implement a proper waste disposal plan; Link up with LGA for waste disposal services.</p>	<p>Low</p> <p>Low</p> <p>Medium</p> <p>High</p> <p>High</p>	<p>2012 - 2016</p> <p>2012 - 2016</p> <p>2012 - 2016</p>	<p>available.</p> <p>11.3.4j Chalets for staff available</p> <p>11.3.4k Sporting facilities developed</p> <p>11.3.4l Availability of Recreational Facilities.</p> <p>11.3.4m Waste management plan implemented</p> <p>11.3.4n Availability of disposal & wastes</p>		25.0

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
					handling equipment.		
<p>IFETEDO CAMPUS</p> <p>11.4.1a Campus has a land area of 52.391 hectares, 40% of which is un-developable due to unfavourable topography. 45% of the remaining suitable area has been developed</p> <p>11.4.1b There are 17 classrooms for the 624 Students and 25 office spaces for 40 Staff.</p> <p>11.4.1c There are no laboratories, no Studios/Workshops but a moot court is under construction</p> <p>11.4.1d There is a library to serve 95 people at a sitting.</p> <p>11.4.1e There are 53 toilets available for the use of staff and students.</p>	<p>11.4.2a To provide a conducive academic atmosphere for effective teaching and learning.</p> <p>11.4.2b Ensure adequate room for teaching and learning</p> <p>11.4.2c Provide adequate office spaces for staff.</p> <p>11.4.2d Provide appropriate facilities for training of students in Law</p> <p>11.4.2e Provide adequate library facilities for teaching & research.</p> <p>11.4.2f Ensure that staff & students have good access to toilet facilities</p>	<p>11.4.3a Develop & implement a master plan for effective use of the suitable land area of the campus.</p> <p>11.4.3b Build additional 5 classrooms & 15 office spaces.</p> <p>11.4.3c Complete the moot court building</p> <p>11.4.3d Continue to update the resources in the library</p> <p>11.4.3e Complete on-going Library Building project.</p> <p>11.4.3f Put in place a stable plan for regular & proper cleaning of toilets</p>	<p>High</p> <p>Medium</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>High</p>	<p>2012 – 2016</p> <p>2012 – 2016</p> <p>2012</p> <p>2012 - 2016</p> <p>2012 – 2016</p> <p>2012 - 2016</p>	<p>11.4.4a Campus physical dev. plan in place.</p> <p>11.4.4b Adequate no. of classrooms & offices available.</p> <p>11.4.4c Moot court completed</p> <p>11.4.4d Library have adequate reference materials</p> <p>11.4.4e Toilet mgt. plan in place</p> <p>11.4.4f Toilet regularly kept clean</p>	<p>11.4.5a Mgt.</p> <p>11.4.5b Mgt.</p> <p>11.4.5c Mgt.</p> <p>11.4.5d Mgt.</p> <p>11.4.5e Mgt.</p> <p>11.4.5f VC 11.4.5g DW&PP</p>	40.0

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (₦' million)
<p>11.4.1f There is no dedicated Building for ICT on the campus</p> <p>11.4.1g Hostel Accommodation: 3 Buildings originally dedicated as Chalet are now being used as Students' Hostel. A total of 150 bed spaces available on campus</p> <p>11.4.1h Sports and Recreational Facility: No recreational/Sport facilities</p> <p>11.4.1i Waste Management on Campus: No clearly defined policy on waste management.</p>	<p>11.4.2g Provide adequate ICT facilities for the campus</p> <p>11.4.2h Provide adequate hostel accommodation for students on campus</p> <p>11.4.2i Promote sound mind & good health through sports & recreational activities.</p> <p>11.4.2j Ensure a clean campus with wastes regularly collected and properly disposed</p>	<p>11.4.3g Provide more toilet facilities on campus.</p> <p>11.4.3h Complete the on-going ICT building project.</p> <p>11.4.3i Equip the ICT building adequately.</p> <p>11.4.3j Explore the Private – Public Partnership initiative to provide more hostel accommodation.</p> <p>11.4.3k Construct a football pitch and a multi-purpose court</p> <p>11.4.3l Put in place an effective waste management plan;</p>	<p>Medium</p> <p>High</p> <p>High</p>	<p>2012 – 2016</p> <p>2012 – 2016</p> <p>2012 – 2016</p>	<p>11.4.4g ICT building completed & equipped</p> <p>11.4.4h Availability of adequate Students' Hostel on the College Campus.</p> <p>11.4.4i Sport & Recreation facilities in place.</p>	<p>11.4.5h Mgt.</p> <p>11.4.5i Mgt.</p> <p>11.4.5j Mgt.</p> <p>11.4.5k DW&PP</p>	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
					11.4.4j Availability of healthy waste management system.		
IPETU-IJESA CAMPUS 11.5.1a The campus has a land area of 136.722 hectares 12% of which is developed. 11.5.1b Available Classrooms: Campus has adequate number of classes 11.5.1c Office Accommodation: There are 31 offices for 62 staff members 11.5.1d Laboratories: There are two and are adequate 11.5.1e There is presently no lecture theatre	11.5.2a Provide conducive academic atmosphere for effective teaching and learning by optimizing the use of available land.	11.5.3a Develop & implement a functional physical development plan.	High	2012 – 2016	11.5.4a Master plan developed & implemented	11.4.5l Council 11.4.5m VC	
	11.5.2b Maintain the classroom in good conditions for effective teaching and learning	11.5.3b Equip & maintain classrooms with multi-media devices	High	2012 – 2016	11.5.4b Classrooms have multi-media equipment	11.4.5n 11.4.5o DW&PP	
	11.5.2c Provide adequate office accommodation for staff.	11.5.3c Construct additional 30 offices on the campus for staff office use.	High	2012 – 2016	11.5.4c Existence of office accommodation	11.4.5p Mgt.	
	11.5.2d Maintain laboratories in conditions that promote effective learning	11.5.3d Provide adequate consumables for laboratory experiments	High	2012 – 2016	11.5.4d Adequate laboratory facilities exist.	11.4.5q Mgt.	
	11.5.2e Provide a lecture theatre for large classes	11.5.3e Ensure that other facilities are functional	Low	2012 – 2016	11.5.4e A 500-seat theatre built	11.4.5r Mgt.	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
11.5.1f Library facility: No library exists. 11.5.1g Toilets facilities There are 81 toilets.	11.5.2f Ensure adequate library facilities for teaching & research 11.5.2g Provide adequate toilet facilities for staff and students.	11.5.3f Build a 500-seat Lecture Theatre	High Medium	2012 – 2016 2012 - 2016	11.5.4f Library project completed 11.5.4g Increase in number of Toilets on campus.	11.4.5s Mgt. 11.4.5t Mgt.	91.0
11.5.1h ICT Building: There is one with capacity for 200 Users	11.5.2h Provide adequate ICT facilities on campus	11.5.3g Complete the on-going Library Project.	Low	2012 – 2016	11.5.4h Functional & well equipped ICT Building available on campus.	11.5.5u Mgt.	
11.5.1i Hostel Accommodation: None on campus	11.5.2i Ensure that students have adequate accommodation including on-campus facilities	11.5.3h Ensure that the on-going Projects add to the number of toilets available on Campus.	High	2012 – 2016	11.5.4i New Hostels built	11.5.5v Mgt.	
11.5.1j Chalet for visiting lecturers: 6 rooms	11.5.2j Provide suitable transit accommodation for new and temporary staff.	11.5.3i Equip & staff appropriately existing ICT facility	High	2012 – 2016	11.5.4j Chalet kept in usable condition.	11.5.5w Mgt.	
11.5.1k Sports and Recreational Facility: No facility	11.5.2k Develop sound mind in students and staff and create opportunity for relaxation	11.5.3j Explore PPP for new hostels.	Medium	2012 - 2016	11.5.4k Recreational/sport facilities available.	11.5.5x Mgt.	
11.5.1l Waste Management on Campus: No well-defined	11.5.2l Keep campus			2012 - 2016	11.5.4l Availability of a well-		

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
strategy for waste disposal	clean through regular and proper disposal of wastes	11.5.3k Keep Chalets in usable conditions 11.5.3l Construct Recreational facility. 11.5.3m Develop an efficient waste management system.			articulated waste management system.		
EJIGBO CAMPUS Land Area 11.6.1a The campus has an area of 75.907 hectares 24.4 % of which is developed. 11.6.1b Available Classrooms: 51. There are also three lecture theatres. This is still inadequate 11.6.1c Available Offices: 28 for 45 Staff 11.6.1d Available Laboratories: 5. This is inadequate	11.6.2a Provide conducive academic environment for effective teaching & learning through optimal utilization of land 11.6.2b Provide adequate classrooms & Lecture theatres for teaching & learning 11.6.2c Ensure that staff have adequate office staff accommodation 11.6.2d Ensure that laboratories are well	11.6.3a Develop & implement a physical development plan. 11.6.3b Build 10 classrooms 11.6.3c Equip Lecture theatres with multi-media facilities. 11.6.3d Build additional 20 office spaces. 11.6.3e Build 2 more laboratories	High High High	2012 – 2016 2012 - 2016 2012 2012-2016	11.6.4a Development plan in place & implemented 11.6.4b Additional classroom built, classroom & LT equipped 11.6.4c Additional offices built 11.6.4d Adequate lab facilities available.	11.6.5a Council 11.6.5b VC 11.6.5c DW&PP 11.6.5d Mgt. 11.6.5e Mgt. 11.6.5f Mgt.	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
11.6.1e Studios/workshops: These are not available.	equipped to meet the need of students.	11.6.3f Equip laboratories properly.	High		11.6.4e 2 Studios built	11.6.5g Mgt.	20.0
11.6.1f There is library facility: 1 for 150 users	11.6.2e Ensure that students have access to adequate lab/studio experience	11.6.3g Build 2 more studios & workshops.	Medium	2012-2014	11.6.4f Library is adequately stocked with reference materials	11.6.5h Mgt.	56.0
11.6.1g Toilets facilities : 42	11.6.2f Ensure adequate resources in the Library.	11.6.3h Bring up to date reference materials in the library	High	2012 – 2016	11.6.4g No of toilets built; 11.6.4h Toilets kept in good conditions	11.6.5i Mgt.	
11.6.1h ICT Building 1: with Capacity for 25 Users	11.6.2g Ensure adequate toilet facilities on campus	11.6.3i Deploy ICT to enhance library services.	High	2012 – 2016	11.6.4i ICT facilities adequate	11.6.5j Mgt.	
11.6.1i Chalet 1: with 6 Rooms	11.6.2h Ensure that there are adequate ICT facilities for teaching and research	11.6.3j Build more toilets 11.6.3k Ensure regular cleaning of existing toilets	High	2012-2016	11.6.4j Chalet well maintained	11.6.5k Mgt.	
11.6.1j Available Farm Equipment; 1. 1 No. Tractor 2. 1 No. Poultry Pen (Capacity = 200 Birds)	11.6.2i Make transit accommodation for visiting lecturers and other professionals available	11.6.3l Provide equipment in the ICT building to make ICT available & sustainable 11.6.3m Maintain existing facilities in usable state	Medium	2012 – 2016	11.6.4k Availability of adequate farming Equipment	11.6.5l Mgt.	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
3. Maize Sheller 4. 1 No. Dryer 5. 1 No. Weather Station 6. One Green House 11.6.1k Health Centre: Staff and equipment inadequate 11.6.1l Available Hostel Accommodation; None on campus 11.6.1m Sports and Recreational Facility: there are no facilities 11.6.1n Waste Management on Campus: Waste management not presently organized.	11.6.2j Ensure the availability of required equipment for proper training in agricultural sciences. 11.6.2k Facilitate access to good medical care on the campus 11.6.2l Provide accommodation on campus to compliment what is available in town. 11.6.2m Develop sound mind in students and facilitate recreation among staff and student;	11.6.3n Maintain existing equipment 11.6.3o Provide new one 11.6.3p Complete on-going projects e.g. greenhouse. 11.6.3q Provide resources in the Health Centre 11.6.3r Put in place a good referral system 11.6.3s Encourage PPP to construct new hostels on campus. 11.6.3t Maintain the chalet in serviceable 11.6.3u Construct a football pitch; Construct a multi-purpose court	High High Low High High	2012 - 2016 2012 - 2016 2012 - 2016 2012-2014 2012	11.6.4l Staff & Students have access to basic medical service 11.6.4m Hostels are developed on campus 11.6.4n Access to sporting facilities on campus 11.6.4o Waste management plan developed & implemented 11.7.4a Master plan developed & implemented.	11.6.5m Mgt. 11.6.5n Mgt. 11.6.4o Mgt. College Provost. 11.6.4p Mgt. 11.7.5a Mgt.	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)	
<p>IKIRE CAMPUS 11.7.1a Campus has a total land area of 41.402 hectares 47.70%% of which is physically developed.</p> <p>11.7.1b Teaching & Office facilities: There are 6 classrooms, 25 offices and no lecture Hall; two laboratories, 1 studio, 1 Library. Available Classrooms on the Ikire Campus;</p> <p>Available Laboratories 11.7.1c Total No. of Laboratories available is 2 & can sit 160 Students.</p> <p>11.7.1d ICT Building: 1 room that can sit 40 students.</p>	11.6.2n Keep the Univ. environment clean and ensure proper waste disposal.	11.6.3v Develop & implement a waste management plan	High	2012 – 2016	11.7.4b Adequate classrooms available 11.7.4c Office spaces are adequate 11.7.4d Lecture Theatre completed	11.7.5b Mgt. 11.7.5c Mgt. 11.7.5d Mgt.	73.5	
	11.7.2a Ensure a conducive academic environment for effective teaching & learning. 11.7.2b Ensure availability of adequate classrooms & other facilities for students & ensure adequate staff office accommodation.	11.7.3a Prepare & implement a Master Plan for orderly development & maintenance of the campus 11.7.3b Build 6 new class rooms 11.7.3c Provide more office spaces	High	2012 – 2016	11.7.4e Library building completed 11.7.4f Additional laboratory built	11.7.5e DW&PP 11.7.5f Mgt.		20.0
	11.7.2c Ensure that students have adequate access to laboratories for practicals	11.7.3d Complete the on-going construction of 500-seater lecture 11.7.3e Complete on-going library project 11.7.2f Construct an additional 80-seater laboratory	High	2012 – 2016	11.7.4g ICT room equipped with Internet access & e-learning	11.7.5g Mgt. 11.7.5h Mgt. 11.7.5i Mgt.		
	11.7.2d Ensure adequate access to ICT for effective teaching & research.		High	2012 – 2016	11.7.4h Expanded accommodation for ICT			

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>1.7.1e Toilets: There are 88 toilets</p> <p>11.7.1f Chalet: 9 rooms in a block of bungalow building).</p> <p>11.7.1g Sports and Recreational Facilities: There is none</p> <p>11.7.1h Wastes Management System: No stable system in place</p>	<p>11.7.2e Ensure adequate toilet facilities for staff, students & visitors</p> <p>11.7.1f Make available short-term accommodation for visiting lecturers & other professionals</p> <p>11.7.1g Ensure adequate sporting & recreational facilities for staff & students</p> <p>11.7.1h Keep campus clean at all times and ensure proper disposal of wastes</p>	<p>11.7.2g Equip the ICT room with internet access & e-learning</p> <p>11.7.2h Expand accommodation for ICT services</p> <p>11.7.2i Keep toilets clean</p> <p>11.7.2j Ensure that all new buildings have toilet facilities attached to them</p> <p>11.7.2k Maintain facilities in usable conditions</p> <p>11.7.2l Construct a football pitch ii. Build a multi-purpose court</p> <p>11.7.2m Develop & implement a waste management plan.</p>	High	<p>2012 – 2016</p> <p>2012 – 2016</p> <p>2012 – 2016</p>	<p>11.7.4i New buildings provided with toilets</p> <p>11.7.4j Chalets are usable conditions</p> <p>11.7.4k Sports & recreational facilities provided</p> <p>11.7.4l Campus cleaning & waste management plan in place</p>		

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
Professional Staff in Estate Management 11.8.1 No. of qualified and experienced professionals in the works and physical planning Unit of the Univ. is inadequate	11.8.2 Develop a corps of professionals who would manage the state effectively	11.8.3 Recruit one qualified & professional each for the Colleges & 12 Technicians (2 each for the campuses i.e Builders, Surveyors, Engineers, Architects, Planners and Estate Managers)	Medium	2012 – 2016	11.8.4 Number of qualified professionals in the employment of the University.	11.8.5a VC 11.8.5b Reg. 11.8.5c DW&PP	
Road Network and Transportation							
Osogbo Campus: 11.9.1a Un-paved approach Roads.: about 1.5km (OSBC to Main Gate) 11.9.1b Intra Roads Tarred = 2.948 km Un-Tarred = 5.380 km Okuku Campus 11.10.1 Approach & internal Roads. are tarred. Ikire Campus 11.11.1 Approach Rds. are	11.9.2a Make the Univ. accessible by good road network. 11.9.2b Ensure effective internal linkages among the various parts of the Univ. 11.10.2 Maintain Roads. in serviceable condition	11.9.3a Construct 1.50 km approach Rds. to the Osogbo campus 11.9.3b Construct 5.40 km Intra Campus Rd. Network. 11.10.3 Ensure that broken portions of the Rds. are promptly	High Medium Medium Medium	2012 – 2016 2012 – 2016 2012 – 2016 2012	11.9.4a Approach Rds. to the campuses constructed. 11.9.4b Intra-campus rds. paved 11.10.a Approach & Intra-Campus Rds. completed & motorable 11.11.4 Intra-	11.9.5a VC 11.9.5b DW&PP 11.9.5c VC 11.9.5d DW&PP 11.10.5a Mgt. 11.10.5b VC 11.10.5c DW&PP	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (₦' million)
<p>tarred with about 1.6km of intra roads untarred</p> <p>Ifetedo Campus 11.12.1 The approach Rd. is tarred but the internal Rds. need to be tarred</p> <p>Ipetu-Ijesha Campus 11.13.1 The approach Roads. about 1.5 Km is untarred. Also, Intra Rds about 1.8km untarred</p> <p>Ejigbo Campus 11.14.1The Approach Roads are tarred so also are the Intra Roads</p>	<p>11.11.2 Ensure that internal Rds. on the campus are motorable</p> <p>11.12.2 Ensure motorable intra-campus Rds.</p> <p>11.13.2 Ensure good access road & make intra-campus Rds. motorable</p> <p>11.14.2 Ensure that all roads are kept motorable all year round.</p>	<p>repaired</p> <p>11.11.3 Construct 3km of intra-campus tarred roads.</p> <p>11.12.3 Construct intra-campus Rds.</p> <p>11.13.3 Seek support to pave the approach rd. Pave 2.50 km intra-campus rds. for the campus.</p> <p>11.14.3 Maintain all rds. in serviceable state</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>2012 – 2016</p> <p>2012 – 2016</p> <p>2012 – 2016</p>	<p>Campus Rds. constructed</p> <p>11.12.4 Intra-campus Rds. completed</p> <p>11.13.4 Completed approach & Intra-campus Rds.</p> <p>11.14.4a Approach road & intra-campus roads motorable</p> <p>11.14.4b Roads in usable state</p>	<p>11.11.5a Mgt. 11.11.5b VC 11.11.5c DW&PP</p> <p>11.12.5a VC 11.12.5b DW&PP</p> <p>11.13.5a VC 11.13.5b DW&PP</p> <p>11.13.5a Mgt. 11.13.5bVC 11.13.5c DW&P</p>	
<p>Transportation 11.15.1a All Campuses have 2 No. 18-Seater Buses running shuttle Services</p> <p>11.15.1b This is complemented by the Private Sector Operators. However,</p>	<p>11.15.2 Ensure adequate transportation to and from the Univ. community.</p>	<p>11.15.3 Provide conducive environment for Private Sector operators to function.</p>	<p>High</p>	<p>2012 – 2016</p>	<p>11.15.4a Reduced Travel time to & from the Campus.</p> <p>11.15.4b No. of vehicles available for campus shuttle.</p>	<p>11.15.5a DVC 11.15.5b DSA</p> <p>11.15.5c CUTC Coordinator of</p>	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
transportation is presently not adequate for staff, students & visitors to the University.						the private sector transport operators	
Electric Power Supply							
<p>11.16.1a The Univ. is currently connected to the National Grid. It has 33 KV/500KVA Transformer in Osogbo, Ifetedo & Ipetu-Ijesa Campuses, for Okuku, Ikire & Ejigbo Campuses there are 11 KV/ 500 KVA transformers.</p> <p>Cost of Consumption of Power from the National Grid = ₦8,616,000.00/annum.</p> <p>11.16.1b This is complemented by: 4 Nos. 100 KVA Generators, 1 No. 45 KVA generators, 1 No. 25 KVA Generator & 1 No. 500 KVA Generator in Osogbo Campus. 11.16.1c 2 Nos. 100 KVA & 1 No. 500 KVA Generator in Okuku Campus. Each of the other Campuses has 100 KVA & 500 KVA generators. Cost of Fuelling Generators = ₦31,244,400.00/annum.</p>	11.16.2 Ensure adequate electricity supply to all campuses with minimum down time period.	<p>11.16.3 Procure 2 No. Transformers (Capacity = 33 KV/500 KVA)</p> <p>11.16.3a Procure 1 No. 200KVA Generator (Cost = ₦8,000,000.00)</p> <p>11.16.3b Develop hybrid</p>	<p>High</p> <p>Medium</p> <p>Medium</p>	<p>2012 – 2016</p> <p>2012 – 2016</p> <p>2012 – 2016</p>	<p>11.16.4 Required no. of transformer procured & installed</p> <p>11.16.4 Required no. of generators procured & installed</p> <p>11.16.3c Deployment of hybrid solar/wind alternative power</p>	<p>11.16.5a VC</p> <p>11.16.5b DW&PP</p> <p>11.16.5c W&PP</p> <p>11.16.5d Director, CAER&RD</p>	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>11.16.1d The Univ. has a pilot project on hybrid alternative energy sources anchored by the CAER&RD</p> <p>11.16.1e Currently, the Power supply from the National Grid is very unreliable in Ikire.</p>		<p>solar/wind alternative power technology for electric power supply on all campuses</p> <p>11.16.4c Provide resources to fuel generator & support the hybrid energy plan</p> <p>11.16.5d Connect Ikire Campus to Alasepe on the National Grid</p>	<p>High</p> <p>High</p>	2012	<p>technology for electric power supply to some buildings</p> <p>Ikire campus is connected to Alasepe</p>		
Water Supply							
<p>11.17.1f Presently, all the campuses depend on boreholes as a major source of water supply.</p> <p>11.17.1g Osogbo Campus: 12 Nos. Boreholes to be maintained annually at a cost of N60,000.00/ borehole = N720,000.00</p> <p>11.17.1h Okuku Campus: 6 Nos. Boreholes to be maintained annually at a cost of N60,000.00/borehole =</p>	11.17.1a Ensure availability of adequate & safe water supply on the six (6) campuses.	<p>11.17.3a Link up with Osun State Water Corporation for potable water supply.</p> <p>11.17.3b Strengthen the capacity of the maintenance dept. to maintain existing Industrial Bore Holes on the six</p>	<p>Medium</p> <p>High</p>	<p>2012 – 2016</p> <p>2012 - 2016</p>	<p>11.17.4a Adequate supply of potable water on the six (6) campuses</p> <p>11.17.4b Reduction in the preponderance of packaged water on the campuses</p>	<p>11.17.5a Osun State Ministry of Works</p> <p>11.17.5b</p> <p>11.17.5c DW&PP</p>	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>₦360,000.00</p> <p>11.17.1i Ejigbo Campus 3 Nos. Boreholes to be maintained annually at a cost of ₦60,000.00/borehole = ₦180,000.00</p> <p>11.17.1j Ikire Campus: 7 Nos. Boreholes to be maintained annually at a cost of ₦60,000.00/borehole = ₦420,000.00</p> <p>11.17.1k Ifetedo Campus: 6 Nos. Boreholes to be maintained annually at a cost of ₦60,000.00/borehole = ₦360,000.00</p> <p>11.17.1l Ipetu-Ijesa Campus: 6 Nos. Boreholes to be maintained annually at a cost of ₦60,000.00/borehole = ₦360,000.00</p>		campuses					
Environment							
11.18.1 With the exception of Ikire, all other campuses have developed landscape. There is, however, room for improvement.	11.18.2 Ensure that the landscaping plans are effectively implemented to enhance the aesthetics of the university environment.	11.18.3a Maintain aesthetics of all structures on all campuses. 11.18.3b Implement the landscaping	High High Medium	2012 – 2016 2012 -	11.18.4a Campuses are well beautified. 11.18.4b Ikire & Ejigbo Campuses well landscaped.	11.18.5a COA 11.18.5b Reg. 11.18.5c VC 11.18.5d DW&PP	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
		plans 11.18.3c Set up a modest Park & Garden unit to manage the landscaping 11.18.3d Employment of 6 nos. trained horticulturist.	Medium	2016 2012 – 2016	11.18.4c Horticulturists employed 11.18.4d Take care of all the campuses.		
Maintenance Culture							
11.19.1 There is a Maintenance Unit on all 6 Campuses administered from the Works & Physical Planning Unit on the main Campus, Osogbo.	11.19.2 Ensure proper maintenance of all infrastructures on the Univ. Campuses.	11.19.3a Develop maintenance policy & standard manuals 11.19.3b Routine checks & maintenance of all the infrastructures of the Univ. as prescribed in the maintenance policy/manual.	High High	2012 – 2016 2012 - 2016	11.19.4a Maintenance policy & standard maintenance manuals for the Univ. developed & implemented	11.19.5a Mgt. 11.19.5b DW&PP	
WORSHIP CENTRES							
11.20.1 Parcels of Land already allocated to religious groups on all the six campuses of the Univ.	11.20.2 Ensure orderly establishment of worship centres in the various campuses.	11.20.3 Encourage each campus to develop a Christian Worship Centre	Medium	2012 – 2016	11.20.4 Existence of Worship Centres	11.20.5a Mgt 11.20.5b VC 11.20.5c DW&PP	

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implication (N' million)
<p>3. One Motorcycle;</p> <p>11.21.1c Operational Manual available;</p> <p>1. Standard Organizational Procedure (SOP) for SSPS.</p> <p>11.21.1d The SSPS for the University are:</p> <ol style="list-style-type: none"> 1. Sky Boss; 2. Afrikana Security; 3. Centre Network Security. <p>11.21.1e Presently, the University Security Service liaises with the law enforcement agencies, community leaders & tertiary institutions in ensuring protective security for both staff & students.</p>	<p>11.21.2c Ensure that security activities are guided by set rules and regulations</p> <p>11.21.2d Strengthen security arrangement on campus through excellent working relationship with other security formations around the university.</p>	<p>11.21.3b Provide training on operational procedures</p> <p>11.21.3c Attend joint meetings of security organizations around the campuses</p> <p>11.21.3d Share useful information that can strengthen security on campuses</p>	<p>High</p>	<p>2012-2016</p> <p>2012-2016</p>	<p>11.21.4 Network of security arrangements built.</p>		<p>5.0</p>

IMPLEMENTATION PLAN – UNIVERSITY ESTATE AND SECURITY

No.	Issues	Responsible Officer	Responsibilities	Deliverables/Bench Marks
1	Provision of Infrastructures, Completion of On-Going Projects, and Maintenance of Existing Infrastructures across Campuses	VC, & Director of Works	Provide funds, Monitor Progress of On-Going Projects and Maintain Existing Infrastructure	Complete all on-going projects by the second quarter of 2012. Initiate new Projects by first quarter of 2012. VC to report to Council.
			SECURITY	
2	Provision of Security Equipment and Human Resources	VC & CSO	Ensure the security of lives and properties on all campuses.	Protocol for security operations, monthly report on security situation on campus. The CSO to report to the Vice-Chancellor monthly.

CHAPTER 12A: FUNDING

Situation Analysis	Strategic Goals	Activities	Priority	Time Frame	Indicators	Officer(s) Responsible	Cost Implications (N' million)
<p>12.1.1 Funding profile as at 31st December, 2010: Local Govt. 38%, State Govt. 26%, Tuition 31%, Others 5%</p> <p>Total funds available to the Univ. is about 2.3billion naira annually.</p> <p>Actual need of the Univ. is 3.3billion naira</p> <p>From the current student enrolment of 4900, the projected population of students will be 10,000 (Post Graduate Students included). Total fund requirement will be 11billion naira at the end of the plan period.</p> <p>Progression to that stage will be as follows:</p> <p>Year 1 - 4.3 billion Year 2 - 6 billion Year 3 - 7.5 billion Year 4 - 9 billion Year 5 - 11 billion</p>	12.1.2 Ensure Financial Autonomy & Sustainability	<p>12.1.3a Optimise the use of existing facility to boost IGR</p> <p>12.1.3b Develop new programmes & ventures sources to boost internal & external revenue</p> <p>12.1.3c Develop Post Graduate Programmes, Sandwich and Part-Time Programmes as well as Consultancy Services Projects such as ventures & others</p> <p>12.1.3d Strengthen Linkages with Dev. Partners, Public Private Partnership & Sourcing for Venture Capital</p>	<p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>2012 - 2016</p> <p>2012 - 2016</p> <p>2012 - 2016</p>	<p>12.1.4a IGR in agriculture fully established</p> <p>12.1.4b 20% of the IGR generated from COA</p> <p>12.1.4c Sandwich programmes already on.</p> <p>12.1.4d Linkages with Dev. Partners, PPP & sourcing for venture capital strengthened</p>	<p>12.1.5a COA</p> <p>12.1.5b Centre for part-time studies</p> <p>12.1.5d PG</p>	
		12.1.3e Set up UNIOSUN Ventures for production of soap, pure water, bread, publishing, etc.			12.1.4e UNIOSUN Ventures set up		

IMPLEMENTATION PLAN – FUNDING									
	A		B						
	RECURRENT EXPENDITURE		CAPITAL EXP		A + B	PERSONNEL COSTS	TOTAL FUNDING REQ	IGR AT 80%	OTHERS
YEAR	N	% + OR -							
2012	695,000,000.00	Nil	3,236,493,422.00		3,931,493,422.00	1,294,096,578.00	5,225,590,000.00	4,420,472,000.00	805,118,000.00
2013	729,750,000.00	5%	2,265,545,395.40	30%	2,995,295,395.40	1,423,506,235.80	4,418,801,631.20	3,535,041,304.96	883,760,326.24
2014	766,237,500.00	5%	2,718,654,474.48	20%	3,484,891,974.48	1,494,681,547.59	4,979,573,522.07	3,983,658,817.65	995,914,704.42
2015	804,549,375.00	5%	2,854,587,198.20	5%	3,659,136,573.20	1,569,415,624.97	5,228,552,198.17	4,182,841,758.53	1,045,710,439.64
2016	844,776,843.75	5%	2,997,316,558.11	5%	3,842,093,401.86	1,647,886,406.22	5,489,979,808.08	4,391,983,846.46	1,097,995,962

APPENDIX B

Strategic Plan Development Team

OFFICIALS	GSM No.	Email Address
Professor Sola Akinrinade, Vice-Chancellor, Convener	+2348037117057	vc@uniosun.edu.ng solaakinrinade@yahoo.com
Professor Ganiyu O. Olatunde, Deputy Vice-Chancellor, Coordinator	+2348033357092	dvc@uniosun.edu.ng dr_golat@yahoo.com
Dr. Julius O. Faniran, Registrar	+2348033817384	registrar@uniosun.edu.ng olusakinfaniran@yahoo.com
Alhaji Fatai A. Lasisi, Bursar	+2348066714086	bursar@uniosun.edu.ng adebayolasisi@yahoo.co.uk
CONSULTANTS		
Professor Francis A. Adesina, Obafemi Awolowo University	+2348037193141	faadesin@yahoo.com
Professor Adesegun O. Fatusi, Obafemi Awolowo University	+2347031819773	adesegunfatusi@yahoo.com
Dr. Olalekan D. Yinusa, Special Adviser to the Governor of Osun State on Economic Matters	+2348035171663	yinusaolalekan@yahoo.com
FOCAL GROUP MEMBERS		
ICT & GOVERNANCE		
Dr. Julius O. Faniran, Registrar	+2348033817384	registrar@uniosun.edu.ng
Dr. Caleb O. Akanbi, Ag. Director, Information Management and Technology Centre	+2348033920834	akanbico@uniosun.edu.ng
Dr. Olukoya Ogen, Ag. Head, Department of History and International Relations	+2348057420702	koyaogen@yahoo.com
Mrs. Dorothy E. Salami, Deputy Registrar (Vice-Chancellor's Office)	+2348057796254	ddsalami@yahoo.co.uk
ACADEMIC PLANNING AND QUALITY ASSURANCE		
Professor Ganiyu O. Olatunde, Deputy Vice-Chancellor	+2348033357092	dvc@uniosun.edu.ng dr_golat@yahoo.com
Dr. Oguntola J. Alamu, Ag. Director, Academic Planning	+2348033858298	tolasum@yahoo.com
Dr. Esther O. Asekun-Olarinmoye, Ag Director, Quality Assurance	+2348033602184	gmjfunmilayo@gmail.com

<u>RESEARCH AND LINKAGES</u>		
Professor Odunayo C. Adebooye, Director, Research and Linkages	+2347032981634	oadeboo@yahoo.co.uk
<u>LIBRARY SERVICES</u>		
Dr. Michael Olaosun, Ag. University Librarian	+2348037251952	dadolaosun@yahoo.com
Miss Olufemi O. Ilori, Principal Librarian	+2348182589686	femilori@yahoo.com
<u>WELFARE, HEALTH CENTRE AND STUDENT AFFAIRS</u>		
Dr. (Mrs.) Janet O. Olaitan, Ag. Dean, Student Affairs	+2348035882183	bukolaitan@gmail.com
Dr. Adewole Atere, Ag. Director, Centre for Human Resource Development and Lifelong Learning	+2348033137574	woleatere01@yahoo.com
<u>SPORTS AND RECREATION</u>		
Dr. Adetunji S. Adeyeye, Agronomy Department, College of Agriculture	+2348035531840	solarach2002@yahoo.com
Dr. Senayon S. Olaoluwa, Dept. of Languages & Linguistics, College of Humanities & Culture	+2347056615689	samsenayon@yahoo.com
<u>COMMUNITY RELATIONS</u>		
Professor Olayiwola O. Oladele, Provost, College of Law	+2348033449731	ooladele@uniosun.edu.ng
Professor Temi E. Ologunorisa, Provost, College of Management & Social Sciences	+2348059986169	ologunorisatemi@yahoo.com
Mr. Marcus O. Awobifa, Senior Assistant Registrar (Corporate Affairs Unit), Vice-Chancellor's Office	+2348067319899	marcus.awobifa@uniosun.edu.ng marcopolo63_2003@yahoo.com
Mr. Oluwole O. Dada, Senior Assistant Registrar, Vice-Chancellor's Office	+2347033281680	wourlus@yahoo.com
<u>DEVELOPMENT MATTERS</u>		
Dr. Samuel G. Odewumi, Ag. Director, Development Office	+2348033134405	eesgee@yahoo.com
<u>UNIVERSITY ESTATE &</u>		

SECURITY		
Builder Abiodun O. Odetoyinbo, Ag. Director, Works and Physical Planning Unit	+2348033608008	odetoyinboabiodun@yahoo.com
Dr. (Engr.) Moses A. Ogunbiyi, Department of Civil Engineering, College of Science, Engineering and Technology	+2348022231508	ogunbiyimoses@yahoo.com
FUNDING		
Alhaji Fatai A. Lasisi, Bursar	+2348066714086	bursar@uniosun.edu.ng adebayolasisi@yahoo.co.uk
Prof. Ishola R. Akintoye, Head, Department of Accounting, Banking and Finance	+2348035369293	irakintoye@yahoo.com
*Professor Samson F. Adedoyin, Former Provost, College of Agriculture <i>(He was the Chairman that produced the first draft)</i>	+2348034330353	samfadng@yahoo.com
*Mrs. Bukola Asubiojo, Former Ag. University Librarian <i>(Contributed to the Strategic document on Library)</i>	+2348034088424	femibuk@yahoo.co.uk
*Mr. Olusegun S. Komolafe, Former Assistant Chief Security Officer <i>(Contributed to the Strategic document on University Estate & Security)</i>	+2347066258686	segunsegun2003@yahoo.co.uk

APPENDIX C

FUNDING

CURRENT FUNDING ₦2.3Billion

PLANNED

YEAR 1 ₦5.3Billion

INTERNALLY GENERATED FUND

A. ACADEMIC AND PROFESSIONAL PROGRAMMES

			₦
i.	Tuition (Full-Time) 4,900 @ ₦75,000		367,500,000
	Other Fees 4,900 @ ₦10,000	₦	49,000,000
ii.	Post-graduate Programmes		
	MSc 100 @ ₦50,000	5,000,000	
	MBA, MBF, MILR, MMP 150 @ ₦200,000	30,000,000	
	PhD 50 @ ₦100,000	5,000,000	40,000,000
iii.	Part-Time Programmes		
	Certificate Programmes 500 @ ₦50,000	25,000,000	
	Diplomas 500 @ ₦80,000	40,000,000	
	Pre-Degrees etc. 300 @ ₦150,000	45,000,000	
	Sandwich Prog 200 @ ₦50,000	10,000,000	
	Distance Learning 1 st Degree 500 @ ₦120,000	60,000,000	
	Professional Linkage Programmes ICAN/UNIOSUN BSc CIBN/UNIOSUN BSC 100 @ ₦200,000	20,000,000	
	Short-term training courses	20,000,000	
	Sale of Forms 2000 @ ₦10,000	20,000,000	240,000,000
SUB-TOTAL			696,500,000

B. CONSULTANCY SERVICES

ICT,
Project Feasibility Studies
Project Management
Short term trainings etc. 5% of ₦5.3B 265,000,000

C. PUBLIC/PRIVATE PARTNERSHIP

20% of ₦5.3B 1,060,000,000

D. EXTERNAL LINKAGE WITH DEVELOPMENT PARTNERS

5% of ₦5.3B 265,000,000

E. UNIOSUN VENTURES

Commercial e.g. Polycrete
Snake Tomatoes, Fishery, Honey, Soap etc.
5% of ₦5.3B 265,000,000

F. GOVERNMENT/OTHER SUBVENTIONS

20% of ₦4.3B 860,000,000

TOTAL

YEAR 2 Grow the Funding by 20%
(Slightly changing variables e.g
Population) ₦6,000,000,000

YEAR 3 7,500,000,000

YEAR 4 9,000,000,000

YEAR 5 11,000,000.00

COST OF IMPLEMENTATION SECTOR BY SECTOR

No.	Sector	Amount N'000 million
1	Information & Communication Technology (ICT) and University Governance	141.45
2	Academic Planning	0
3	Quality Assurance	2.2
4	Research and Linkages	23.1
5	Library	182.01
6	Staff and Student Welfare	19.0
7	Sports and Recreation	64.0
8	Community Relations	81.0
9	Development Office	82.3
10	University Estate and Security	2,210.82
11	Funding	0
	Total	2,805.88

APPENDIX D

FOCUSSED GROUPS DISCUSSION

A. TOWN AND GOWN

1.0 Introduction

Osun State University in its bid to review, restructure, refocus and reposition the institution in the delivery of its mandate to the state and the nation decided to make the development of a virile town and gown relationship central to its maiden Strategic Plan.

The Strategic Plan committee raised a team, which together with the Provosts of the respective Colleges visited all the five host communities to interact with Community Leaders on issues vital to the University's effective operations and growth.

The issues covered the following:

- a. What the Community considered to be the significance of the University to it?
- b. What specific benefits the University has brought to the community?
- c. In what ways could the University bring more benefits to the Community?
- d. What challenges did the Community have with the University (staff, students accommodation in the community, influence of students, University Management) and how such challenges could be addressed?

1.1 The Team

The team comprised the following:

Professor G. O. Olatunde, <i>Deputy Vice-Chancellor</i>	-	Team Leader
Professor B. R. Olorede, <i>Provost, College of Agriculture</i>	-	Member
Professor O. O. Soriyan, <i>Acting Provost, College of Education</i>	-	Member
Professor C. O. Alebiosu, <i>Provost, College of Health Sciences</i>	-	Member
Professor Funmi Adewumi, <i>Acting Provost, College of Humanities and Culture</i>	-	Member
Professor O. O. Oladele, <i>Provost, College of Law</i>	-	Member
Professor Temi Ologunorisa, <i>Provost, College of Management and Social Sciences</i>	-	Member
Professor A. W. Gbolagade, <i>Provost, College of Science, Engineering and Technology</i>	-	Member
Dr. (Mrs.) M. A. Isawumi, <i>College of Health Sciences</i>	-	Member
Dr. S. G. Odewumi, <i>Director, Development Office</i>	-	Member
Mr. Marcus O. Awobifa, <i>Senior Assistant Registrar, (Corporate Affairs Unit, VC's Office)</i>	-	Member
Mr. O. O. Dada, <i>Appointments and Promotions Committee</i>	-	Member
Mr. K. S. Ajibola, <i>Senior Executive Officer (Exams & Records)</i>	-	Member/Secretary
Technical Crew		
Mr. Lanre Egbeyale, <i>Information Management and Technology Unit</i>	-	Video recording
Mr. Waheed T. Asejere, <i>Works and Physical Planning Unit</i>	-	Driver

1.2 Time-Table of Visit

S/No	Day/Date	Host Community/Campus	Time of Visit
1	Friday, 14 th October, 2011	<p>COLLEGE OF LAW, IFETEDO</p> <p>Traditional Ruler & Chiefs</p> <ul style="list-style-type: none"> ❖ Oba Ilori Adebare, <i>Ogboru Olodo I, Olubosin of Ifetedo</i> 1. Chief Fafuyi, <i>Ekerin Ilu</i> 2. Chief Akinlolu Akiniran, <i>Balogun</i> 3. Chief Faseyitan 4. Mrs. Adetunmbi, <i>Iyalode</i> 5. Chief (Mrs) Olusanubi 6. Baale Fadeyi 7. Baale Ago Aare 8. Baale Isale Ife 9. Chief Imam of Ifetedo 10. Chairman, Christian Association of Nigeria, Ifetedo 11. Three (3) Palace Secretaries 	9 a. m.
2	Monday, 17 th October, 2011	<p>COLLEGE OF AGRICULTURE, EJIGBO</p> <p>Traditional Ruler: Oba Omowonuola, <i>Oyeyode Oyesosin, Ogiyan of Ejigbo</i></p>	9 a. m.
		<p>COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, OKUKU</p> <p>Traditional Ruler & Chiefs</p> <ul style="list-style-type: none"> ❖ Oba Oyebode Oluronke, <i>Olokuku of Okuku</i> 1. Ojomu 2. Odofin 3. Osolo 4. Aro and 5. Mr. Oladeyomi –<i>Representative of Okuku Youth Forum.</i> 	1 p. m.
3	Tuesday, 18 th October, 2011	<p>COLLEGE OF HUMANITIES AND CULTURE, IKIRE</p> <p>Traditional Ruler & Chiefs</p> <ul style="list-style-type: none"> ❖ Oba Olatunde Falabi, <i>Lanbeloye III, Akire of Ikire Kingdom.</i> 1. Chief E. A. Akinwale, Bara, Ajigbo of Ikire land 2. Remi Babayode, First Vice-President, Ikire Progressive Union 3. Chief Banji Ojeleye, Secretary , Ikire Progressive Union 4. Chief Paul Fawole, Ex-Officio, Ikire Progressive Union 5. Mr. Oyetunji Taiwo, National Publicity Secretary, Ikire Progressive Union and others. 	10 a. m.
		<p>COLLEGE OF HEALTH SCIENCES AND COLLEGE OF SCIENCE, ENGINEERING AND TECHNOLOGY, OSOGBO</p> <p>Traditional Ruler & Chiefs Oba Jimoh Laroye II, <i>Ataoja of Osogbo</i></p>	4 p. m.
4	Wednesday, 19 th October, 2011	<p>COLLEGE OF EDUCATION, IPETU-IJESA</p> <p>Traditional Ruler & Chiefs</p> <ul style="list-style-type: none"> ❖ Oba Adekunle Baderin, <i>Afinbiokin III Ajalaye of Ipetu Ijesa</i> 	10 a. m.

		<ol style="list-style-type: none"> 1. Chief Oluwatominiyi Joseph 2. Chief Ayo Olayinka 3. Chiefs from the following quarters: <ol style="list-style-type: none"> a. Ogunna b. Odo Ose c. Oke Owa d. Ifofin 	
--	--	--	--

2.0 Summary of Responses from the Communities

2.1 *About Students*

- They are of good behaviour and are law abiding.
- They are peaceful.
- They have contributed to the economy of the host communities.
- Their positive effect on the town is noticeable.
- All complaints are usually promptly addressed by the communities.
- University students should be warned and cautioned about wandering at night.
- The issue of cultism was raised and it was decided that University and the host community are to join hands together in fighting the menace.

2.2 *General Requests by the Communities*

Communities requested that:

- the University should consider appointing indigenes into key positions in the University such as Lectureship positions, administrative and technical positions, while not neglecting other areas such as low earning jobs (i.e. cleaning job, gardening, laundering etc);
- it would be appreciated if Provosts and other staff of the University could be residing in the town;
- there should be specific admission quota for indigenes;
- the University should consider the possibility of building Staff Quarters.
- transportation problem being faced by both students and staff of the University should be addressed;

2.3 *Specific Requests By the Communities*

2.3.1 *Ifetedo Community*

The community is worried about the relocation of Pre-Degree programme and requested that the Programme be retained at Ifetedo. The community requested that the University should start Sandwich and Distant Learning programmes and run them at Ifetedo.

2.3.2 *Ejigbo Community*

The community requested that the University can speak with the government to repair the road that leads to Iwo. The team was briefed that the Community under the leadership of Kabiyesi had on several occasions appealed to Osun State Government on the same issue.

The community requested that the University should add more Faculties to the College of Agriculture such as Faculty of Modern Languages where courses like French, Spanish, etc could be resident.

The community said that it was ready to contribute to the progress of the Campus and that all the indigenes would be contacted to come on board and do something tangible if the University gave them the chance to operate. A case (that of Remi Olowude who built cafeteria which could house 5,000 students for BOWEN University) was cited to buttress their claim and readiness.

The Kabiyesi was ready to part with any of his building around the campus if the University was ready to make good use of such building.

The Kabiyesi stated that he was happy because when he ascended the throne on January 25, 1974, he had requested for a University in his town and now during his reign God has done it.

2.3.3 Ikire Community

The community requested the University to formalise its request and expectations in writing and pass it to the community to serve as a guide to the community.

2.3.4 Ipetu Ijesa Community

The community would want the University to consider bringing Inter-Collegiate competition to the community.

2.3.5 Osogbo Community

The community would want the University to consider bringing all campuses of the University together in one place and desired that it should be merged at Osogbo.

The issue of Skyboss was raised and it was alleged that the company has been duping some innocent members of the public unknowingly and would want the Management to look into the case and even monitor their activities the more.

3.0 Promises from All the Communities

3.1 The representative of *Egbe Omo Ilu Okuku* promised to meet with indigenes with a view to assisting the University.

3.2 Ikire and Ipetu Ijesa promised to work towards building students' hostels in their campuses.

3.3 Osogbo community promised to release land if formally requested.

3.4 Osogbo community also said that Government had promised to construct University road leading to the Main Campus.

3.5 Ipetu Ijesa promised to establish a Foundation for the award of scholarship.

4.0 Response of the Team to Communities Requests

The leader of the team, Professor G. O. Olatunde thanked the Kabiyesis and Chiefs. He stated that the University would be happy if indigenes could invest in UNIOSUN on the basis of business projects, philanthropic projects and private partnership project (PPP).

He enjoined other communities to emulate Ipetu-Ijesa and Ifetedo communities where blocks of classroom and hostel accommodation had been donated to the University.

5.0 Closing

Each session closed with prayer, group photograph and exchange of gifts.

B. SUMMARY OF STUDENTS' VIEW

1.0 COLLEGE OF AGRICULTURE, EJIGBO

Students rate highly the attitude of lecturers and their professionalism. The manner in which examinations are conducted, which leaves little or no room for misconduct and examination malpractices is commended. However, calls are made for the spacing of subjects on the examination time-table, so as to afford students more time for preparation and to aid improved performance. The reduction in school fee is welcomed. The quality of internet access is generally scored low because of inadequate computers and the slowness of the server. Complaints of inability to access results on time, thus leaving students ignorant of their academic standing, trail the processing of results.

There is a general desire for the school to build hostels on the campus in order to solve accommodation challenges. The absence of sports facilities is widely criticised and calls are made for their provision, as well as for a students' common room. Relationship with the host community is rated good, but the students request that the university authority should liaise more with the community to further guarantee students' security.

There are complaints about the distance of the health centre and the quality of service therein. The absence of a counselling unit is widely noted. There exists a general desire for the creation of a Students' Union but with the condition that it should be similar in orientation and performance in every college. Accommodation, transportation and health care are the areas generally identified as needing urgent improvement.

Many have lofty dreams for the university and implore the authority to carry the parents and government along. A desire for the continuity of the Parents' Forum is expressed, as well as more funding for the university from the government.

2.0 COLLEGE OF EDUCATION, IPETU IJESA

The attitude of lecturers is well commended, with special emphasis on their availability and willingness to teach. Complaints are made about poor internet access, both on campus and outside with students having to go as far as Ilesa to browse the internet and do ICT related tasks. The students advocated for the allowance of some space between subjects on the examination time-table. The reduction in school fee is commended, but calls are made for a more lenient payment terms.

The absence of school-built hostels is displeasing to the students. The dearth of sports facilities is also worrisome. Community relations are generally identified as good, but instances of the sexual harassment of female students by men of the host community are cited.

The paucity of drugs at the health centre is scored low and counselling services are noted as non-existent. A general craving for student unionism exists, and the provision of internet facilities, accommodation, electricity and banking facilities on campus are areas identified for improvement.

There is a shared vision for the university to attain greater heights, which would make it one to be desired by all. To achieve this, calls are made for the authority to put a stop to the movement of 200 and 300 Level students to other campuses, and that more academic members of staff should be recruited for the college to put a stop to the movement of students across colleges.

3.0 COLLEGE OF HUMANITIES AND CULTURE, IKIRE

Lecturers' willingness to make students understand the subjects being taught is generally noted in rating lecturers' attitude. Internet access is rated as being fair. Students pointed out the need to fix the desktop computers in the ICT section to cater for students with no laptop computers. Calls are made for the spacing of examination on the time-table in order to allow for adequate preparation and improved performance. The reduction in school fee is appreciated, and calls are made for a further review school fees. Students would appreciate early release of results and their access to them in order to know their current academic standing.

A general discontent exists with the absence of school-built hostels. The **absence of sports facilities is also criticised and the need for a students'** common room is widely identified. Relationship with the host community is rated fair. There is general dissatisfaction with the quality of health service, and a general ignorance of the workings of the NHIS in the college. The absence of a counselling unit is noted, and there is a general craving for student unionism, although one that would be closely monitored. Accommodation, health and sports facilities are the areas generally identified as needing improvement.

4.0 COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, OKUKU

While most students appreciated and commended the performance and cooperative attitude of their lecturers, some others frowned at what they perceived as their lecturer's high-handedness. Internet access is rated as poor and the students wanted the processing and early release of their results before the commencement of a new semester.

The students wanted their examination time-table to be well spaced in order to allow for adequate preparation and improved performance. The reduction in school fee is applauded, but they insisted that further reduction would be greatly appreciated. Though they all expressed their satisfaction with the stable academic calendar of UNIOSUN, however, they complained about inadequate hostel, sporting and health facilities on campus.

5.0 COLLEGE OF LAW, IFETEDO

Students commended the attitude of their lectures. Internet access is rated as fair but they expressed displeasure with the challenges usually faced by them on the school's portal during payment of fees and course registration. The delay in the processing and issuance of results need to be improved upon.

Calls are made for the provision of more rooms to accommodate the increasing number of students. The absence of sports and recreational facilities is disliked, and calls are made for the provision of a common room, fitted with satellite television to allow students unwind and get information about current national and global developments. Relationship with the host community is considered good. The tendency of the community members to exploit the students is generally noted.

The provision of an efficient health and social support facilities is considered critical. Calls are also made for the provision of school buses to convey students to and from the campus, as this would reduce their exposure to the risk posed by the recklessness of motorcycle riders. The idea of a student union government is strongly supported.

There is a shared vision for the university to be able to compete with the more established ones, and the cooperative roles of the school authority, the government and the Parents' Forum are noted for its accomplishment.

6.0 COLLEGE OF SCIENCE, ENGINEERING AND TECHNOLOGY, OSOGBO

Mixed feelings are expressed in the rating of lecturers' attitude, with some students rating them fair and some calling for a re-orientation in teacher-student relations. Internet access is scored low and there are calls for improvement. The conduct of exams is rated good, but with calls for the spacing of the examination time table. The reduction in school fees is generally appreciated. Students complained about the problem of having access to their results on time, thus keeping them ignorant of their academic standing.

Students are displeased with the absence of school-built hostels. Relation with the host community is identified as peaceful, **but there is a complaint against the increasing cases of theft, with students as the target.** There is also the penchant of the community members to exploit students in every conceivable way. Health and transport services were given knocks with calls made for their improvement. The students expressed their common desire to have a Students' Union. The provision of well-equipped laboratories, construction of more lecture rooms and improvement of health facilities were the areas identified for improvement.

A shared vision exists for marked improvements in the university over the next five years, with the active participation of parents and the government.

7.0 COLLEGE OF HEALTH SCIENCES, OSOGBO

The students commended the expertise and co-operative attitude of their lecturers. They also cherish the stable academic calendar of UNIOSUN. However, they complained about inadequate hostel, sporting and health facilities. However, the high point of their grouse with the university /Osun State government is the inability of the university / government to provide the College of Health Sciences with a teaching hospital with the resultant effect that students who were supposed to be in 400 and 500 levels are still in 300 levels.

The students requested for the provision of more school buses to convey students to and from the campus. The idea of a responsible student union government is also strongly supported.

APPENDIX E

LIST OF ACRONYMS IN THE STRATEGIC PLAN DOCUMENT

A&PC	-	Appointments and Promotions Committee
AG.	-	Acting
B & F	-	Banking and Finance
BMAS	-	Benchmark Minimum Academic Standards
BOT	-	Build, Operate and Transfer
BUC	-	Block Up Control
BUR	-	Bursar
CAU	-	Corporate Affairs Unit
CCTV	-	Closed Circuit Television
CHC	-	Chairman, Health Committee
CH&C	-	College of Humanities and Culture
CME	-	Continued Medical Education
CMSS	-	College of Management and Social Sciences
COA	-	College of Agriculture
COPDD	-	Committee of Provosts, Deans and Directors
COUNCIL	-	Council of the University
CSO	-	Chief Security Officer
CUTC	-	Chairman, University Transport Committee
DA	-	Director, Audit
DAP	-	Director, Academic Planning
DCHRD&LL	-	Director, Centre for Human Resource Development & Life-Long Learning
DDO	-	Director, Development Office
DEPT	-	Department
DEV	-	Development
DH	-	Director, Health Services
DIMTC	-	Director, Information Management and Technology Centre
DODL	-	Director, Open Distance Learning
DQA	-	Director, Quality Assurance
DR&L	-	Director, Research and Linkages
DSA	-	Dean, Student Affairs
DUCT	-	Director, University Transport Committee
DW&PP	-	Director, Works and Physical Planning
EIC	-	Editor-in-Chief
EXP	-	Expenditure
GNS	-	General Courses
GSM	-	Global System for Mobile Communications
GSO	-	Graduate Support Officer
HCDP	-	Human Capacity Development Plan
HOD	-	Head of Department
ICT	-	Information and Communication Technology

IF	-	Impact Factor
IGR	-	Internally Generated Revenue
KV	-	Volt
KVA	-	Volt-Amps
LANGS. & LINGS	-	Languages and Linguistics
LGA	-	Local Government Areas
LMS	-	Learning Management System
LMS	-	Learning Management Software
M&E	-	Monitoring and Evaluation
MB	-	Megabyte
MGT	-	Management
MIN	-	Ministry
MOU	-	Memorandum of Understanding
NHIS	-	National Health Insurance Scheme
NO.	-	Number
NUC	-	National Universities Committee
NUGA	-	Nigeria University Games Association
NYSC	-	National Youth Service Corps
O'YES	-	Osun Youth Empowerment Scheme
ODL	-	Open Distance Learning
OYIN	-	OYIN Corps (a 2-year service programme organised by Governor Oyinlola) for degree holders
PG	-	Postgraduate
PPP	-	Public Private Partnership
PRO	-	Public Relations Officer
PRU	-	Public Relations Unit
URC	-	University Research Committee
PTA	-	Parent Teachers Association
QA	-	Quality Assurance
RD.	-	Road
REG.	-	Registrar
REQ	-	Requirement
SA	-	Student Affairs
SAU	-	Student Affairs Unit
SC	-	Sports Committee
SAO	-	Student Affairs Officer
SIWES	-	<i>Students' Industrial Work-Experience Scheme</i>
SOP	-	Standard Organisational Procedure
SP	-	Strategic Planning
SSP	-	Security Service Providers
SWEP	-	Student Work Experience Programme
TSR	-	Teacher-Student ratio
UETS	-	University Entrepreneurial Training Scheme
UL	-	University Librarian
UNIOSUN	-	Acronym for Osun State University
UNIV	-	University

UNN - UNIOSUN NEWS AND NOTES
URP - Urban and Regional Planning
VC - Vice-Chancellor
VOIP - Voice Over Internet Protocol
& - and