AHMADU BELLO UNIVERSITY
STRATEGIC PLAN

THE VISION, MISSION, AND PLAN OF THE UNIVERSITY FOR
2022-2026 (VOLUME I)

PREFACE

Many universities are now using strategic planning in place of the old methods of planning and management which are no longer effective in guaranteeing a steady future. Ideally, Strategic Plans should contain long, medium, and short-term plans and the trajectory of development would then be clearly defined. Ahmadu Bello University is student-centred, open, diverse, inclusive, connected, and dedicated to the transformative power of ideas and research with an enduring sense of fostering creativity, promoting innovation, and problem-solving through collaboration and partnership. It has so far developed and operated three Strategic Plans: i) 2002 - 2007; ii) 2008 - 2012; iii) 2014 - 2018. As its predecessor's period (2014 – 2018) has expired, the fourth Plan should have been 2019 - 2024 but has not been prepared.

In order to achieve its vision, Ahmadu Bello University has selected the following three strategic objectives to guide its long-term growth for the period 2022-2062: i) to be at par with the very best in the fields of Agriculture, Engineering & Technology, Law and Sciences by 2062; ii) to shift focus to 70% Postgraduate studies by 2062; and iii) to attain at least 70% self-sufficiency in terms of finance by 2062. However, it should be noted that the proposed 2022– 2026 Ahmadu Bello University's Strategic Plan was conceived and developed as a short-term plan to provide a direction and a roadmap for guiding the University to achieving the vision and ambitious strategic goals it has set itself for the next 5 years. It is inspired by the ideas generated in research, discussion, and projects surrounding the analysis of the academic brief. The University's 2022– 2026 Strategic Plan was systematically drawn to ensure that all the aspirations, goals and strategic objectives of the University are clearly defined to reflect its present realities and the desired future.

Consistent with the principle of situating strategic plans within the framework defined by the academic brief of a University, the objectives of the University were considered based on its vision and mission. These are translated in both qualitative and quantitative perspectives, into eight priority Goals organized around three academic themes (teaching/learning, research, and community engagement), and five support themes (support services, linkages, digital environment, work culture, and funding).

The 2022 - 2026 five-year cycles of planning and implementation is to further fully pave the way for sustainable growth focused on understanding the University's role in exploiting the dynamic nature of multiple and changing national, regional and global demands. In crafting it, we had to identify the elements that have been essential to paving the way for making Ahmadu Bello University's exceptional growth in the past. The proposition is that the University would do a lot better if its operations are shaped by a robust strategic plan (based on its approved academic plan) that will guide its future operations.

The formulation of the 2022 - 2026 Strategic Plan has been thorough and all-encompassing, as various academic and administrative departments, centres and other units of the University have been consulted during its development. It is a collective vision of a number of individuals and groups within the University community, who selflessly shared their knowledge and skills throughout this important assignment. The updated 2022 - 2026 Strategic Plan has been developed to address various increasing challenges the institution has faced over the years, such as globalization, quality research output, and the realities of the emerging trends in tertiary education delivery using information communication technology (ICT).

It contains ambitious goals that would require the institution to stretch, change and prioritise and strategize for the future, taking into cognisance the University's vision, mission, objectives, strengths, weaknesses, opportunities, and threats. The plan will likewise serve as the driver and basis for budgetary decisions with respect to academic planning for the period of implementation, in an open, connected, and purposeful way. As in the previous planning periods, it is the responsibility of the relevant Council Committees to oversee the work associated with the 2022 - 2026 Strategic Plan and to report regularly to Council and Congregation on progress.

STRUCTURE OF AHMADU BELLO UNIVERSITY STRATEGIC PLAN
The 2022 - 2026 Strategic Plan is documented into three volumes; volume one (the central Strategic Plan Document); Volume Two (guides on the Strategic Planning Process, Implementation, Monitoring, and Evaluation), and Volume Three (the Strategic Plans of all the various Units in the University). The first volume of the plan contains the institutional plan which essentially consists of overarching goals, targets, and core strategies of the University over the next 5 years. It includes a Preface, Structure of the Plan, Brief Historical Context of the University, Scope, Mission, Vision,

and Core Values. In addition, volume one has sections on the following 8 Strategic Goals of the University: i) Academic Excellence in Teaching and Learning; ii) Excellence in Research and Innovation; iii) Excellence in Postgraduate Education, iv) Extensive High-quality Digital Resources; v) Excellence in Support Services; vi) Excellence in Outreach, Linkages, and Affiliations; vii) Excellence in Governance and Management; and viii) Excellence in Resources Mobilization and Utilization, followed by Conclusion.

The second volume is a more detailed implementation plan which will be overseen by a Strategic Plan Implementation Board to be chaired by the Vice-Chancellor. It includes 10 guides for i) the Methodology of Strategic Planning, the Context, and the Process; ii) Identification of Strategic Goals and Objectives; iii) Academic support Services; iv) Challenges and Opportunities; v) Implementation Strategies; vi) Monitoring the Implementation; vii) University Organizational Structure; viii) Key Performance Indicators; ix) Regular Reviews; and x) Budget which contains the Cost Implications of the Action Plan. In order to ensure effective monitoring and evaluation, the third volume will essentially contain a University-wide compilation of the four-year strategic plans of all units (including academic departments and faculties), prepared within the framework of the University 2022-2026 Strategic Plan.

BRIEF HISTORICAL CONTEXT

Ahmadu Bello University is a large and diverse institution that was established in October 1962 from the defunct Nigerian College of Arts, Science and Technology, Zaria, the Clerical Training Centre, Kongo, the Samaru Agricultural Research Station, and the Shika Stock Farm. Though it was established to serve the then Northern Region of Nigeria, the University was taken over by the Federal Government in 1975 and it became one of the three oldest Federal Universities in the country.

The University is located in Zaria, a heterogeneous city in Kaduna State inhabited by about 1 million people. Zaria occupies a portion of the high plains of Northern Nigeria, 652.6 meters above sea level and some 950km from the coast at 11°31'N 7°42'E. Part II of the Principal Law of Ahmadu Bello University empowers it to, among other things, produce high-level human power, secure the diffusion of knowledge, research, and community service throughout Northern Nigeria and the country in general but commensurate with the output of a University of the highest standard. This mission was encapsulated by the late Sir Ahmadu Bello, the Sardauna of Sokoto and the Premier of Northern Region in his inaugural speech as the first Chancellor of the University in these words:

 "The cardinal principle upon which the University is founded is to impart knowledge and learning to men and women of all races without any distinction on the grounds of race, religious or political beliefs. These principles are enshrined in University Law. Only through freedom of membership and freedom of enquiry and research can a university be drawn into the full ferment of thought from which new knowledge comes. Only if it adheres to those freedoms can it become truly great. If our staff and students are drawn from all parts of the world, then the mixture of international minds

working together in an atmosphere of academic freedom can produce a University true to its ideal and meanings".

The University opened with just 4 faculties (Agriculture, Engineering, Law, and Sciences), 15 departments, and 426 students. From this modest beginning 59 years ago, Ahmadu Bello University has become one of the largest and most extensive university in Sub-Saharan Africa with a land area of about 7,000 hectares in various locations. The University has grown to 18 faculties, a School of Postgraduate Studies, 108 academic departments, and 16 research institutes/centres. It also has research activities spanning a Teaching Hospital, a Veterinary Teaching Hospital, Directorates, a Division of Agricultural Colleges (which coordinates three specialized agricultural colleges located in different parts of the country), a School of Basic and Remedial Studies, a Demonstration Secondary School, and a Primary School.

The University provides vocational, clinical, advocacy, business, extension, and consultancy services through several of its outfits. It is in affiliation with 3 specialised institutions that run 4 postgraduate programmes, 13 Colleges of Education that run 30 undergraduate Goals, 1 polytechnic which runs 7 undergraduate programmes, 1 monotechnic which runs 2 undergraduate programmes, and 103 other public and private institutions (running 17 sub-degree programmes).

In the 2019/2020 academic session, the total undergraduate student population in the University is 43,938 drawn from every State of the Federation, Africa, and the rest of the world. It is noteworthy to highlight the fact that ABU Zaria won the N75 million Joint Admissions and Matriculation Board's (JAMB's) prize as "Most National Institution in 2019 Admission", reflecting the University's commitment to national integration as envisaged in its mission statement. The population of postgraduate students is 9,076, a significantly lower figure than the undergraduate population.

As the University strives to become a predominantly postgraduate institution, this figure is expected to quadruple in the coming years. Since 1986, the admission policy was 60:25:15 ratio of Science: Arts: Social Sciences respectively, based on the recognised importance of science and technology for national development as enshrined in the national education policy.

Currently, there are about 2,375 academic staff and 7,171 non-teaching staff in the service of the University. This staff strength relative to the student population is far lower than that of 1987. This may be among the reasons for the dwindling performance of the University in recent times. In any case, it is a known fact that quality and staffing have a positive correlation with the academic performance of any institution. In the last 59 years of its existence, Ahmadu Bello University has produced thousands of graduates at the first degree, sub-degree, postgraduate degree, and honorary degree levels. It is therefore obvious that the university has a strong alumni base globally and has recorded many successes. The University had nurtured two University Colleges, Abdullahi Bayero College (now Bayero University, Kano) and Abubakar Tafawa Balewa College (now Abubakar Tafawa Balewa University of Technology, Bauchi). Furthermore, about thirty (30) tertiary institutions made up of Colleges of Education, Polytechnics, and Schools of Basic or Preliminary Studies are currently affiliated to Ahmadu Bello University.

SCOPE, VISION, MISSION, AND VALUES

Scope

The Ahmadu Bello University 2022 - 2026 Strategic Plan is meant to serve as a guide for strategic planning and implementation across the different units of the university, with opportunities for expression and implementation at the local level. It sets out a framework of priorities for transforming and revitalizing the University for the next five years. The University Strategic Plan University is intended to be a tool to further the University's vision, mission, and strategic objectives. It is underpinned by a more detailed implementation plan, where the different units of the University will be vital partners in its implementation.

Vision

To be a world-class university comparable to any other, engaged in imparting contemporary knowledge, using high-quality facilities and multi-disciplinary approaches, to men and women of all races, as well as generating new ideas and intellectual practices relevant to the needs of its immediate community, Nigeria and the world at large. Fundamental to realizing this vision is the expansion of a culture that nurtures and facilitates research excellence, enabling faculty and student researchers to explore rich intellectual pursuits, respond to new global realities and co-create knowledge with partners that will have impacts at local, national, and global scales.

Mission

The advancement of the frontiers of learning and break new grounds, through teaching, research, and dissemination of knowledge of the highest quality; to establish and foster national and international integration, development, and the promotion of African traditions and cultures; to produce high-level human power and enhance capacity-building through re-training, in order to meet the needs of the catchment area, Nigeria and the rest of the world. In fulfilling its mission, Ahmadu Bello University embraces the principles of academic freedom, integrity, responsibility, quality, relevance, diversity, sustainability equity, and inclusiveness in carrying out its core functions of research, teaching, learning, and community service to society.

Values

Values are regarded as inbuilt ideas, shared practices, perceptions, and outlooks that are derived from a synthesis of one's most cherished ideals, aspirations, background, tradition, and practices. In all its research, education, and service activities in the pursuit of truth and new knowledge, members of Ahmadu Bello University are guided by a set of 15 core values as itemized below:

    i)   Quality Academic and Research Goals and facilities based on international standards.
    ii)   Cosmopolitan Staff and Student Composition.
    iii)   Conducive and Secure Physical and Social Landscape.
    iv)   An atmosphere of Academic freedom for Critical, Creative, and innovative thought.
    v)   Strong Community Service with Accountability and Social Justice.

vi)   Reputation for Institutional Discipline, Equity, Harmony, Ethical Standards, and Integrity,

vii)   High Quality of Learning and Research.

viii) Quality and Variety of Learning and Research Facilities

ix)   Dynamic and Interactive Leadership and Management for the wellbeing of the University Community.

x)   Profound Multi-Disciplinary Approach to Learning and Research.

xi)   Quality and Variety of Sports and Recreational Activities.

xii)   Strong Linkages with reputable and internationally recognized Institutions, Communities, Organizations, and Individuals.

xiii) Gender Sensitivity and Empowerment to open cultural and human diversity.

xiv)   Strong Relationship with the Alumni with a clear sense of purpose.

xv)   Offering research results for the economic, intellectual, and social well-being of society.

UNIVERSITY'S STRATEGIC GOALS AND OBJECTIVES

The current Strategic Goals are aligned with those in previous Strategic Plans and were developed from the identified values and needs, in accordance with the three key mandates of the University (teaching, research, and community service). The guiding principle is that the University will always strive for excellence by fostering a culture of continuous improvement of high standards in everything we do. Under each of these Strategic Goals, we have derived a number of institutional-level Strategic Objectives to be used as a roadmap for the attainment of the Strategic Goals during the 2022-2026 period of this plan.

The identified Strategic Goals include the following:

Goal 1: Excellence in Teaching and Learning

Goal 2: Excellence in Research and Innovations

Goal 3: Excellence in Postgraduate Education,

Goal 4: Extensive High-quality Digital Resources

Goal 5: Excellence in Support Services (Public & Community)

Goal 6: Excellence in Outreach, Linkages, and Collaborations

Goal 7: Excellence in Governance and Management

Goal 8: Excellence in Resource Mobilization and Utilization

GOAL 1: EXCELLENCE IN TEACHING AND LEARNING

The Ahmadu Bello University's vision to be a world-class university comparable to any other, means the enhancement of the University's core learning, teaching, and research activities, especially with regards to achieving diversity and excellence. Quality and effective teaching and learning are key to fulfilling the University's primary function of producing knowledgeable emerging scholars, marketable professionals, and enlightened individuals with a high level of applied learning capabilities for productive professional and personal lives, in line with the needs of society. This requires attracting the best staff and students (the University's core human capital asset), from around the world, and investing in their professional development and training. This will encourage lecturers to reflect on the relevance of what they teach and provides results that are useful for improving instruction and applying authentic assessment methods to help students see themselves as those working on a task of relevance, rather than passive recipients of obscure facts.

Objectives:

A. To strengthen the systematic and mandatory review of curriculum and pedagogy for all academic programmes

Commitments:

i. We will provide quality education and experience that equips students with the values, skills, and intellectual discipline that will enable them to synthesise and apply these skills to solve local and global problems and make a positive contribution to society.

ii. We will always ensure all our academic programs have data-driven annual reporting, assessment, and goal setting for potential growth and sustainability, in relation to changes in the world of knowledge and research, in order to meet the needs of end-users in the catchment area, the nation, and the world.

iii. We will continue to undertake periodic curriculum review at least once every four years, and ensure such review meets key disciplinary and industry needs to make the academic programmes more responsive on virtually any level in the professional arena and/or graduate pursuits.

iv. We will from time to time rationalise, redesign, update, refocus the philosophy and structure of all curricula, with a view to producing high-quality and well-prepared graduates that will meet the challenges of the catchment area, Nigeria, and the world.

v. We will continue to develop, introduce, approve and launch new academic goals from our best-developed ideas in an effort to provide students meaningful as they enter the job market and advance their careers.

vi. We will provide multiple opportunities that creatively support question-based approach in undergraduate teaching and adopt the effective use of face-to-face, online, "blended" and hybrid learning models as a tool for learning, in order to meet the needs of a diverse students population and expand delivery modes and methods of instruction.

vii. We will develop a flexible academic calendar in ways that creatively harness the variation in diverse teaching and learning styles.

viii. We will sustain the teaching and supervision of all students by senior research-active academics in ways that work towards a clear articulation and development of the research/teaching nexus.

ix. We will continue monitoring, evaluating, and assessing teaching in all academic units using student feedback and peer assessment, to generate data that will provide feedback to faculty to enable them continually improve their teaching.

B. To review existing staff development and condition of service policy to create a quality critical mass of staff for enhanced performance output.

Commitments:

i. The University will deepen its commitment to excellence and diversity in staff recruitment and career progression, by encouraging Departments/Faculties to play active roles in new staff selection by articulating areas of personnel needs or gaps and undertaking the initial shortlisting of candidates through an equitable evidence-based process on achievement and potential.

ii. We will continue to pursue the University's Human Resources Strategy, focusing on recruitment, reward, and retention at senior levels; with special emphasis on recruiting female staff and increasing the proportion of international staff.

iii. We will attract, recruit and retain the best and highly skilled, research-orientated academics and provide the resources with which they can excel in diverse fields and disciplines, based on universally accepted values in a resource-rich environment.

iv. We will emphasize recruitment of the very best students nationally and internationally (such as internal first-class graduates, new PhDs, and "emerging stars") by the university, in order to increase the size and quality of faculty by building from the bottom using an excellent cadre of young academics for sustainable succession.

v. We will consistently support faculty in developing and embedding high-impact pedagogies and alternative delivery modes in the curriculum in order to improve targeted academic skills and increase learning outcomes in their classrooms

vi. We will provide institutional resources for instructional support, through integrated efforts that involve both central and faculty-based activities, so that all newly recruited staff will be trained to better understand our institutional policies and use new innovative pedagogies and "best practices" to best address targeted academic skills.

vii. We will develop and retain our faculty and staff by further increasing opportunities for their continuous professional development and improvement, e.g. by supporting them to obtain doctoral or equivalent qualifications, developing their digital skills throughout the University, and sponsoring them to attend conferences.

viii. We will empower the relevant Centre of the university to act as a resource centre for technical information on equipment use, maintenance, and repairs, and provide mandatory training to the University's Technologists, Technical Staff, and Laboratory Managers towards best laboratory practice for improved teaching and research.

ix. We will improve academic staff welfare to build a sense of belonging along the lines of what is obtained in leading public universities in Africa.

x. We will actively identify and reward academic excellence through a commitment to teaching and intellectual innovation in all its manifestations.

C. To attract and select the most talented students from both national and international communities on the basis of academic merit and intellectual interest and offer them an excellent academic experience that equips them to excel in whatever they choose to do after graduation

Commitments:
i. The University will recruit the most able students and provide them with strong and competitive degree programmes with a broader scope that equips them with the knowledge and high-level life skills they need for their future career trajectories, as professionals entering the public or private sectors.

ii. We will enhance a university culture and create a learning environment that will attract new students, retain our existing students and increase the proportion of international students through a deliberate development and implementation of international recruitment and selection strategy.

iii. We will provide appropriate academic and other student support to all students, including postgraduates, in order to retain good ones and create conditions that will make them academically successful.

iv. We will implement academic department high-quality mentorship of students for high-impact learning and engagement by students through encouraging those staff who are charged with nurturing their success, to provide integrated advice and information services that will enhance their creative critical thinking, reasoning, and problem-solving skills to adequately support their personal development.

v. We will treat all students with respect and serve the needs and welfare of those who live in our community by developing a communication system that will encourage all the residences to develop a culture of learning based on the University's core values to ensure their success.

vi. We will lookout for opportunities to further increase residence capacity to accommodate students who choose to live in the University's residences, so as to maintain, at least, the existing ratio of available beds to total enrolled students as the University grows.

vii. We will be responsive to the skill needs of our students by exposing them to rigorous and relevant educational programs that provide them opportunities to attend national and international competitions, through which they will consistently be engaged to learn creative problem-solving and reasoning.

viii. We will foster an institutional culture that is committed to helping students achieve their goal of graduating by providing the support they need, as this will improve our graduation rates and empower and support our student retention efforts.

ix. We will encourage the use of Authentic Assessment (AA), which is a course evaluation method where creative learning experiences are used to test students' skills and knowledge in in real-life settings. It is a method for measuring student learning in a way that doesn't use standardized tests or checklists but focuses on students using and applying their acquired knowledge and skills to a new situation or environment.

x. We will ensure we achieve the purpose of deploying the authentic assessment method of providing students with ample opportunity to develop, use, and extend their knowledge, higher-order thinking, and other relevant 21st-century competencies. This will help them develop lifelong learning competencies and such as effective decision making, communication, and cooperation required of them once they've finished your course or degree program.

GOAL 2: EXCELLENCE IN RESEARCH AND INNOVATIONS

Ahmadu Bello University strongly recognised the importance of research in increasingly addressing society's need for new knowledge at the highest level and the development of the next generation of researchers that will lead the University's research and innovation agenda. To this end, we will continue to provide and develop a supportive research environment and the framework within which research will be undertaken to the highest standards of rigour and integrity, across the disciplinary spectrum and through interdisciplinary initiatives.

Objectives:

    A. To strengthen the provision and development of a supportive research environment which is crucial to the maintenance and enhancement of the University's research standing.

Commitments:

i.   We will attract, recruit and retain researchers of the highest distinction and potential who will use their initiative to drive their research projects or collaborate with other colleagues across the range of disciplines.

ii. We will continue to provide and maintain state-of-the-art research facilities, infrastructure, and skilled support staff that will provide an attractive and conducive environment for researchers to conduct high-quality research.

iii. We will develop research infrastructures in accordance with the policy of open science as a basis for innovations, where research methods, materials, and results will be accessible to the academic community

iv. We will continue to invest substantially in the research environment (both human and physical) in order to provide suitable research facilities, including estate, libraries, laboratories, equipment, museums, and information and communications technology systems that will support Research and innovation for academics, postgraduate students and postdoctoral fellows.

v. We will provide targeted development and appropriate support for staff, students, and our researchers for the management of research grants, and invest in their training, support and wellbeing.

vi. We will institutionalise Research Groups at the Departmental, Faculty/Institute, and University levels.

vii. We will centralise the coordination of research infrastructures to support and improve online access, in order to enhance the University's research and innovation profile.

viii. We will support the Research and Innovation Unit to maintain appropriate data management on research activity and output.

B. To identify and sustain key international partners and knowledge networks in order to strengthen the University's research capacity and linkages.

Commitments:

i. We will foster an environment that increases collaborative research activity with business, industry, and other external organisations, which has the potential to create the greatest impact by solving real-world problems through an extensive network of partnerships and collaborations.

ii. We will work towards enhancing collaborations with the industry via curriculum development, teaching, research, and product commercialisation by increasing interaction with external stakeholders.

iii. We will work to improve and maintain our international collaborative engagement to raise the profile of our research and teaching internationally.

iv. We will further develop our relationships with potential research funders in order to make greater opportunities available to our researchers.

v. We will seek to enable both small and large-scale research collaborations with suitable partners wherever they may be located in government, business, cultural organisations, and others places.

vi. We will seek to enhance and preserve our access to research funding and networks through high-quality and innovative public engagement, to maximise the global social, cultural, and economic benefit derived from our research and scholarship

vii. We will aim at increasing and supporting the mobility opportunities of our staff and students through our international engagement with strong institutions, emerging economies, and key partners worldwide.

C. We shall continue to develop our policies on research integrity and the conduct of research by diverse researchers in terms of their interests, talent, and expertise within and across disciplines.

Commitments:

i.   The University will ensure that research is carried out in accordance with the highest applicable ethical standards.

ii.   We will create and strengthen public and private partnerships through which faculty and students will engage in research, scholarship, and creative activities for mentoring research students, grant writing, and publishing.

iii.   We will provide enhanced support for particular types of research, innovative projects, proof-of-concept work, spinouts, and start-ups.

iv.   We will ensure that research continues to play an important role in generating cutting-edge, high-impact knowledge through interdisciplinary research and scholarly activities, by supporting and hosting international conferences biennially and quarterly seminar series for all faculties over the whole spectrum of academic disciplines.

v.   We will shape our research culture and practice by engaging the Government and business to provide solutions and expert advice on a wide range of issues and challenges of the greatest importance for the benefit of society and the economy.

vi.   We will support divisions and departments to develop and implement their research strategies in their respective four-year strategic plans.

vii.   We will encourage and maintain research strength and research initiatives across both disciplinary and interdisciplinary research.

viii.   We will ensure that our students benefit from participating in original and innovative research collaborations within and beyond the University campus.

D.   Increase scholarly participation and productivity by embedding research, scholarship, and creative activities program of bi-annual presentations of seminar/conference by faculties/departments, publications in international and impact factor journals.

Commitments:

i.   We will establish a system for yearly faculty ranking using such indicators as the number of publications in high-impact journals, patents, the number of conferences attended, the number of PhDs produced annually in the faculty, etc.

ii.   We will foster a culture of enquiry at all levels of the University, especially since all academics must be scholars who teach, research, and develop new insights by embracing and integrating existing knowledge produced by different researchers.

iii. We will invest in our capacity to support regular sabbatical leave and early-career researchers and create opportunities for our students to participate in research to foster both inquiring and entrepreneurial state of mind in them.

iv. We will create systematic rewards and incentives, such as recognition of independent studies and research that made significant contributions to society, regionally, nationally, and internationally by responding to the challenges of the communities.

v. We will nurture social and commercial entrepreneurs to embrace and leverage on our research capacity and innovation to solve the most pressing and complex challenges facing humanity and the natural environment in the 21st century.

vi. We will strive to inform, inspire and educate the public to ensure that the fruits of the University's research activities are exploited and disseminated to maximise our impact on the society and economy, which is closely tied to the strategic goal of raising the University's international profile through research, thanks to TETFund National Research Funds (NRF) and other research funding sources.

E. Scale-up research potentials and activities to make full use of human and material resources for scholarship and stakeholder benefits.

i. We will promote and draw on diversity in all aspects of research, innovation, and partnership agenda, to simultaneously develop skilled graduates that can engage with developmental issues in collaborative, large-scale initiatives and international partnerships.

ii. We will also lead in open science and develop data management from institutional research to identify and secure financial aid and research funding through a collaborative effort.

iii. We will invest in people and support them and their research environment to enable the research to grow sustainably and compete in the global marketplace of the developed and developing world.

iv. We will increase faculty and student-faculty collaborative research, scholarship, and creative activities that are externally validated through peer review and supported by grants for cross-cutting research themes of national, regional, and/or international relevance

v. We will ensure that appropriate measures are in place to attract the most able minds from across the world to engage in research to drive advancement in knowledge, understanding, innovation, and creativity.

vi.   We will increase scholarly participation and productivity through scholarship, and creative programs such as presentations by faculty/departmental members and the faculty/departmental colloquia, publications in high-impact journals.

GOAL 3: EXCELLENCE IN POSTGRADUATE EDUCATION

The postgraduate training programme at Ahmadu Bello University is increasingly playing an important role in improving the pool of academic researchers, doctoral graduates, and postdoctoral fellows in the University. To this end, we will improve the capacity of the postgraduate school through substantial improvements in physical infrastructure and human resources especially in such key areas as ICT and support services to the pipeline of postgraduate students, researchers, other staff, and undergraduate students.

Objective:

To improve postgraduate (PG) enrolment towards meeting the 70/30 percent ratio in postgraduate and undergraduate (UG) intake in the university.

Commitments:

i.   Optimal synergies will be sought between postgraduate research and teaching through improving the ratio of PG to UG enrolments, the ratio of PG research to coursework PG students, and paying greater individual attention to PG students to foster their intellectual development.

ii.   We will develop new PG recruitment strategies and selection protocols, and revise PG student administrative procedures to introduce specializations that are consistent with the needs of the industry.

iii.   We will aim to increase postgraduate student intake in strategically important subjects in the fields of Agriculture, Engineering & Technology, Law and Sciences by up to 450 a year and reduce undergraduate student intake by 2023.

iv.   We will aggressively publicize the key offerings of our postgraduate school programmes online and in the Times Higher Education Supplement and key journals, in order to strengthen the identity of the University in postgraduate education.

v.   We will increase postgraduate student enrolment by 5% each year from 2022 to 2026 to raise the postgraduate student population to 37% by 2026.

vi.   We will target and market postgraduate programs to attract top graduate students from around the world to increase the proportion of our international postgraduate student enrolment.

vii.   We will provide and integrate effective information, support, and oversight of postgraduate and postdoctoral programmes and their support structures to ensure excellent teaching and research.

viii.   We will develop research support services to provide tools, training, and services to support postgraduate students and researchers manage research outputs.

ix.   We will use areas of existing research strength to train postgraduate research students (Master's, Doctoral, and Post-Doctoral) as academic apprentices through active recruitment strategies and appropriate academic and financial support.

GOAL 4: EXTENSIVE HIGH-QUALITY DIGITAL RESOURCES

Iya Abubakar Institute of Information and Communication Technology (IAIICT) is a key provider of Information and Communication Technology (ICT) infrastructure and services in the support of education, research, management of knowledge, and efficient administration in the University. ICT as a tool is an essential strategic resource for opening up new opportunities for conducting research and offering novel Open, Digital, Online, and 'Blended' modes of teaching and learning. To this end, we will organise, build and maintain strategic ICT networks around data and a robust physical and digital infrastructure to facilitate the full spectrum of University activities.

Objectives:

A.   To provide high-quality, modern, and cost-effective IT infrastructure, services, and training

Commitments:

i.   We will develop an enhanced and more cost-effective computing environment that supports education and research and meets the needs of the University and its members, especially in interacting with students, staff, and members of other institutions.

ii.   We will encourage centres, colleges, faculties, and departments to determine the scale, quality, and cost of ICT services and infrastructure, from foundational research to applied technologies.

iii.   We will ensure that all official communications both within and outside the University are done via the University e-mail address.

iv.   We will continue digital investment to provide high-quality infrastructure and extensive digital resources to enable creative work in the academic community.

v.   We will make increasing use of digital environments in teaching and learning to reach global audiences and communities for collaborations with international partners.

vi.   We will work on the implementation of improvements on overall security, the specification of standards to ensure interoperability between services, the definition of performance metrics, and the coordination of ICT expenditure.

vii.   We will strengthen the ICT Support Team and Desk Officers to offer their computing services to faculties, departments and Central Administration, the Libraries, and the wider University, in order to provide improved service to users in a cost-effective way.

viii.   We will increase resources to build brand awareness of international developments in the field and data warehouse for the deployment of ICT as a strategic resource to bolster its key teaching, learning, and research areas.

B.   Design flexible and engaging Online Learning environments

i.   We will create web pages for all the University's Units for a more interpersonal experience by both staff and students.

ii. We will increase the versatile use of online learning environments and implement online classes for local and international students

iii. We will promote a culture of online excellence in student learning across all modalities by developing, refining, and implementing mobile and customised services for teaching and studies.

iv. We will specifically develop Online Program to support first-generation students, as well as adult students.

v.   We will promote awareness and working knowledge of ICT technology by our students by creating an online orientation course.

vi. We will continue to adopt and make strategic adjustments to online learning and restructured enrollment processes of online course offerings to increase Online Program enrollment.

vii. We will grow online course offerings and learning experiences through restructured enrolment processes that will soon replace traditional classrooms by adhering to the policy of collaboration, creativity, knowledge dissemination, and innovation.

GOAL 5: EXCELLENCE IN SUPPORT SERVICES

There are service departments at Ahmadu Bello University whose services are required for achieving the University's academic mission and long-term vision. A number of such core support functions are integral to strengthening the institution's identity and productivity. As such, the University will continue to develop and provide sufficient quality facilities and more robust support services, for the benefit of staff, students, and users beyond the University.

Objectives:

A.   To effectively deliver and responsively manage key facilities and support services.

Commitments:

i.   We will align the provision of facilities and core support functions with the growth strategies and students' enrolment targets, in order to accommodate growth in student numbers.

ii.   We will provide outstanding well-run facilities and laboratories that create a conducive and stimulating environment for teaching, learning, research, and the well-being of all of our community members (students, faculty, and staff) across the institution.

iii.   We will review the quality and current usage of teaching facilities across the University and make recommendations on the best use of available space to provide an attractive and safe physical environment for its staff and students.

iv.   We will continue to influence the atmosphere of the activities that take place within our campuses by facilitating the efficient flow of pedestrians and vehicles.

v.   To expand and upgrade the University's municipal services for the improved welfare of the University community and to enhance performance on waste generation and disposal, energy use, water use; and transportation.

vi.   We will prioritize our capital projects and Advancement opportunities to improve how our campus will serve our students by undertaking the renovations needed to support our academic activities.

vii. We will also enhance and continue to implement the strategy for more structured outdoor space, landscape beautification, care for our historic sites, and modernization of our campus facilities.

B. Deliver outstanding facilities and services and manage them effectively and responsively

i. We will continue to develop and build a campus environment for the benefit of staff, students, and users beyond the University.

ii. We will provide academic and other services across the University with a multiplicity of providers and funding sources.

iii. We will enhance an efficient library system that will provide outstanding information services for sound management of information and knowledge resources in support of research, teaching, and learning.

iv. We will continue to make provision for enhanced services to postgraduates in the University's libraries, particularly research students, which is cardinal to our vision of being a research-intensive university.

v. We will take steps to reduce the impacts of the University's activities on the environment (including its carbon footprint), in order to create an environment that is conducive to students, staff, and visitors.

vi. We will complete developing the master planning exercise for the Site II area using estates strategies to meet the research and teaching needs of the University.

GOAL 6: EXCELLENCE IN OUTREACH, LINKAGES, AND AFFILIATIONS
Ahmadu Bello University continues to be one of the leading universities in the country that engages in close collaboration with other entities, to the mutual benefit of all parties. The crux of the University's direct impact is through the fruits of its research and the skills of its alumni to help generate and reinforce novel linkages that address issues of local, regional, and global importance. To this end, we will implement the newly established University-wide guideline and selection procedure for affiliations and strategic partnerships with our present and future partners that are targeted at local, regional, national, and global communities.
Objectives:

A. To increase close cooperation with our present and future partners in order to boost our research profiles, visibility, and funding

Commitments:

i.　We will launch new partnerships designed for academic enrolment, entrepreneurial, cultural, continued education, educational publishing, and policy leadership engagement opportunities, throughout the region.

ii.　We will further enhance the University's presence abroad by developing key partnerships to support our researchers to spend longer periods in research centres abroad.

iii.　We are committed to enabling Ahmadu Bello University Press to further contributes substantially to the University's reputation and income by publishing our diverse engagements, outreach activities, various research findings, and expertise, both as a scholarly publisher and in commercial terms.

iv.　We will increasingly use the University Press, ABU FM Radio, and electronic media to advertise, market and promote our achievements in research, scholarship, and education to the public through advocacy.

v.　We will ensure we boost our research profiles and visibility

B. Sustain and develop Academic affiliation relationships with key local, regional, and international higher education institutions throughout the region

i.　We will further develop and build upon our existing affiliation partnerships with Regional colleges and public schools to offer pathways for students to pursue a wider range of bachelor's, master's, and doctoral degree programs.

ii.　We will increase, enhance and strengthen our close cooperation with international partners, particularly our international collaboration, linkage and exchange with the Chinese.

iii.　We will facilitate the international engagement of our faculty members in research activity and delivery of academic programs outside of Nigeria and online.

iv.　We will provide effective institutional support services for effective delivery of Memorandum of Understanding (MoUs) of linkages with other institutions.

v.　We will further collaborate with both national and international development partners, the private sector, Civil Society Organisation and local communities to fund our activities

C. Create public and private cooperative agreements with our community and other agencies, such as Businesses & Non-profits bodies for the benefit of the local and regional economy

Commitments:

i. We will increase and enhance the modes of interaction with the various communities we serve by establishing more physical facilities such as medical clinics, extramural centres, etc., in these communities that reinforce the objectives of the University of allowing faculty and students to engage in learning under our cooperative agreements.

ii. We will encourage and facilitate activities that allow our staff and students to engage in activities that serve their local communities, as well as the broader world. For instance, we will involve staff, students, and neighbouring communities in the sustainable environment, hygiene, and sanitation schemes of the University and her environs.

iii. We will involve skilled staff and students in university-community enlightenment and outreach development, where the University can give free professional advisory services, such as healthcare services, cultural services, teaching practice in schools, for instance, by using medical, education, and sociology students.

iv. We will further identify, develop effective collaboration and increase the value-added collaborative opportunities we have with potential partner organisations in business, government, non-governmental organisation, across the country, and regional organisations.

v. We will build and develop stronger intellectual leadership roles by organising regular public education lectures, seminars and conferences, workshops to tackle the social and economic problems of the nation.

D. Build a strong relationship with the Alumni of the University

Commitments:

i. We will consult, strengthen and implement the University's links with our alumni to help inform and support the university's vision.

ii. We will increase our modes of engagement with University alumni in the society

iii. We will enhance the flow of information through creating a vibrant link on the University website where communication between the University and alumni will be established.

iv. We will track and monitor the professional growth and important appointments of our alumni, in order to increase their involvement in the University's activities geared towards institutional advancement.

v. We will strengthen and encourage the alumni liaison office on campus to coordinate alumni activities by gathering and highlighting the latest issues, success stories, trends, and developments in the areas of our university-alumni engagement.

GOAL 7: EXCELLENCE IN GOVERNANCE AND MANAGEMENT

The system of governance in Ahmadu Bello University is a representative democracy, that culminates with Congregation, where both academic and non-academic staff have a collective responsibility for the improvement of the fortunes of the University. Access to convenient and efficient administrative services is central to effective record-keeping and governance. Furthermore, the support rendered to the core functions of the University — research and innovation; and teaching, learning, and assessment, will be in compliance with the rules of the University and the laws of Nigeria.

Objectives:

A.   Develop a framework within which administrators can function more effectively.

Commitments:

i.   We will enhance a range of initiatives to create a more coherent approach to the appointment, management, and deployment of University administrative staff, from support services to senior levels of University management.

ii. We will review the central University Administration and Services (UAS), to create a culture of data-driven decision-making and refine our system of governance to enhance decision-making and accountability, consistent with the values of the University.

iii. We will improve communication between different units of the University, which will help foster a better sense of common purpose in administrative and supporting management business processes.

iv. We will promote a new attitude to work and study in which people collaborate freely for teamwork while providing essential mentorship to younger colleagues, especially in areas of ethical and moral values.

v.   We will establish a mechanism where Deans and Heads of Departments will be required to present mandatory annual reports.

B. Construct a cohesive and streamlined approach to the administration of the University

i. We will deploy institutional planning and strategic management information to meet statutory service obligations in terms of HEMIS submissions.

ii. We will improve mobility of staff and access to convenient and efficient administrative services in the areas of; student registration, admission, and graduation; as well as effective record keeping and documentation for good governance.

iii. We will ensure current and archived records on policies and decisions are readily accessible at all times.

iv. We will continue to enhance and implement knowledge management policy and procedures in gathering accurate data and information on staff, students, finance, and space.

v. We will be an institution that will communicate quality data and analyze results effectively for the decision-making process.

vi. We will ensure periodic review of the procedure and criteria for assessment for promotion in line with standards obtained in sister Universities in order to achieve the goals of excellence in research and teaching.

vii. We will ensure that decisions at all times are guided by a deep sense of honesty, truth, equity, and justice.

ix. We will ensure a coherent administrative framework through effective planning, supervision, monitoring and evaluation.

x. We will ensure regular review of the management framework at all levels for sustainability.

GOAL 8: EXCELLENCE IN RESOURCE MOBILIZATION AND UTILIZATION
Ahmadu Bello University recognises that effective management of financial resources underpins all the aspirations and long-term sustainability of an institution. The key to this will be protecting and growing our income streams by diversifying our income sources. The University will pursue an ambitious financial management strategy that will actively manage both its income and expenditure in an agile and responsive manner. This will enable the University to react swiftly and effectively to any changes in the external funding environment that seeks to undermine funding its core long-term academic activities.

Objectives:

A.   Have a good appreciation of the likely resource implications of its goals and objectives

Commitments:

i.   We will develop a long-term capital plan for addressing the University's planned expansion by considering the ratio of assets to liabilities through improve planning and analysis of the full, long-term costs of all activities. These include service and maintenance costs, and sustainable replacement of assets through incorporating a realistic full allowance for depreciation.

ii.   We will regularly evaluate and attenuate the risks facing the University and exploit the economic value of its assets (including its intellectual property) in order to increase income and better manage financial and other resources.

iii.   We will ensure there are sufficient financial resources to support the University's academic objectives and ensure the capital planning of the University is in close alignment with academic priorities by using market research and reliable data to develop a financial sustainability plan for all new programs in the University.

iv.   We will undertake a comprehensive survey of building conditions in our estate in order to derive data for developing a long-term plan for increasing budgetary funding for maintenance and repairs.

v.   We will increase and support the allocation of versatile and flexible funding to areas of strategic importance (prioritization), in order to achieve improved efficiency in teaching, research, and recruitment and retention of staff.

B.   Increasing the flow of funds to the University for Solvency

Commitments:

i.   We will expand the financial base of the university via improving the performance of the existing ventures by reviewing current investment management processes against best practices, in order to efficiently and effectively invest University's funds in the formation of new ventures that will improve revenue generation, especially within the university campuses.

ii. We will continue to develop and build up the University's fundraising capabilities and acquisition of international funding to increase the flow of funds from donations and the University's commercial activities.

iii. We will develop strategies that will ensure academic staff is able to attract research funding and the best students and to actively carry out internationally recognised high-quality research and teaching.

iv. We will diversify and grow revenue through fundraising where special attention will be paid to collaboration with both Nigerian and international Chinese companies, to bring in resources to improve our Campuses.

v. We will grow, invest and deliver superior financial returns from the University's endowment, in order to achieve real growth in the value of the endowment in the next four years.

C.   Improve Financial Planning for Budget Sustainability

i.   The University will improve its financial sustainability through increased income generation and recovery of the full economic costs of research and services rendered to both staff, students, and other clients.

ii.   We will undertake a bold institutional resource review to prioritise capital budget and advancement opportunities for physical and business development, in order to improve the management of reserves and resource allocation to fund core recurrent activities and strategic investment in capital and staff.

iii.   We will operate within budget to be prepared using Government's Transparency Review Costing Method, in order to meet our academic objectives through planning joint systems and administration.

iv.   We will continue to improve our financial planning by moving budgets for recurrent activities to longer-term three-year planning cycles rather than the current single year, as this will benefit the recovery efforts of Departments, faculties, and other Units with recurrent deficits.

v.   We will actively monitor the results achieved in those areas allocated special funding, in order to retain the financial capacity required to support the academic objectives of the University.

CONCLUSION

No university can lead globally in the 21st century without addressing sustained quality, relevance, financial capacity and deliberately harnessing the existing and future diversity potential of its operations, research, and teaching. The overarching quality assurance of the University's activities by addressing identified shortcomings in reported information derived from effective monitoring and evaluation, to plan student numbers, staff strength, research activities, buildings, and facilities.

To this end, we will work with various sectors of the University to implement the identified institution-level programs to develop and maintain a coherent, conceptual framework that provides an understanding of the ways in which academic and service divisions seek to achieve the objectives in the Strategic Plan. We will individually and collectively prepare our graduates to be global by ensuring the sustainability of the world is reflected in our research and our curriculum and pedagogy through a commitment to facilitate and promote carbon neutrality, climate literacy, climate resilience, and the development of sustainability-focused research and teaching. In the present University strategic planning exercise, apart from the institutional plan, there will also be faculty and departmental strategic plans, which will enable the University's leadership to monitor and evaluate the progressive achievement of the aspirations therein against core indicators. This will allow Council and its committees to monitor the implementation of the Strategic Plan on an annual basis, through reviews and updates of the Units Strategic plans.