

# ALEX EKWUEME FEDERAL UNIVERSITY

NDUFU-ALIKE



# STRATEGIC PLAN

2018/19 – 2023/24

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## **Foreword by the Vice-Chancellor**

## **Executive Summary from the Strategic Plan Committee**

On the 17<sup>th</sup> of February 2017, the Vice-chancellor, Professor Chinedum Nwajiuba, constituted a Vision and Strategic Planning Committee consisting of 16 members as follows: Professor Afam Icha-Ituma (Chairman), Professor Akachi Ezeigbo (Member), Professor Joseph Nwankwo (Member), Dr. (Mrs) Chinyere Nwajiuba (Member), Dr. Chukwunonso Ejike (Member), Dr. Onyebuchi Chima (Member), Dr. Nnenna Nwosu (Member), Dr. Charles Okolie (Member), Dr. Peter Azubuike Ebokaiwe (Member), Dr. Martin Itumoh (Member), Engr. Kenneth K. Adama (Member), Dr. Lawrence Ogugua (Member), Mr. Cornelius Offiah (Member), Mr. Noble Onukwue (Member), Mrs. Clementine Uzoiye (Member), and Mr. Vitalis Offor (Secretary). The Committee was charged with the responsibility to develop broad directions and priorities for AE-FUNAI for the next 5 years (2018/19 – 2023/24). The specific terms of reference of the Committee are outlined below.

### **Terms of Reference of the Committee:**

1. Work on the existing vision of AE-FUNAI and update/review
2. Articulate a strategy for achieving the University vision
3. Develop a plan with milestones/deliverables for implementing the strategy
4. Produce a draft for consultations and sourcing inputs from the wider university community and beyond if necessary
5. Adopt a bottom-up approach in encouraging ownership by the University community
6. Prepare a draft for adoption by management and Council

### **Methodology:**

The Committee held its inaugural meeting on 21st February 2017 and identified 10 broad areas to focus on as follows: (1) Learning and Teaching; (2) Research Excellence; (3) Outreach and Engagement; (4) Programme Development; (5) Institutional Effectiveness; (6) Internationalization; (7) Environment; (8) Digital Transformation; (9) Financial Stability and (10) Human Resource Development. At that meeting, three sub-committees were set up to cover specific areas as shown in appendix 1. Each subcommittee was saddled with the responsibility of collating necessary relevant documents and materials relevant to its subject matter, synthesising such data and producing a working paper for review by the Central Planning Committee.

To engender full commitment to the vision of the University, we used a bottom-up approach to engage the University community in developing broad directions and priorities for AE-FUNAI (2018/19 – 2023/24). Various faculties, departments, service units, staff and students were invited to provide detailed input on what should be done for their unit to become world class. The consultation exercise consisted of two stages, one leading to the development of the first draft of the strategic plan and the other leading to the development of the final draft of the strategic plan. The key questions that guided the consultation exercise were: (1) who are we as an institution? (2) Where do we want to head to (i.e., what should AE-FUNAI look like in five years

from now)? (3) How can we get there (what are the major initiatives/actions by which we can achieve our vision)? (4) How will we know when we achieve our aspirations (what would be the key performance indicators)?

A large number of responses were received from the various academic and non-academic units of the University in the first and second rounds of consultation. The inputs received in the first round of consultation were deliberated upon in detail by the subcommittees concerned and presented for adoption by the Central Planning Committee. In the light of the feedback received in the first round of consultation and deliberations of the subcommittees and Central Planning Committee necessary refinements were made to the first draft of the strategic plan and sent back to the University community for comments. This provided colleagues with another opportunity to provide further inputs. The subcommittees and central planning committees subsequently reviewed the feedback collected, and then developed its final strategic plan draft for consideration by the University Management and Governing Council. A total of 20 subcommittee meetings and 10 central planning committee meetings were held over the course of the whole vision and strategic plan development process.

### **Summary**

The University strategic plan 2018/19 – 2022/23 is an ambitious but realistic plan to transform the University. The strategic plan document provides a framework that will enable the University to become a world-class institution by building our international reputation as a leading university in Africa for entrepreneurship and graduate employability. The central focus of the strategic plan is to create a university where students wish to come and learn and where people are proud to work, with teaching excellence, research excellence and professionalism at the heart of all we do. We believe that the strategic plan will enable the University to create successful alumni by recruiting and retaining high-quality students, who gain excellent degree results, secure good graduate jobs, leave highly satisfied with their university experience and continue to have a positive and engaged relationship with AE-FUNAI after they graduate. It is important to point out that this strategic plan document did not cover ongoing activities in the University that require no significant new policy for their sustenance. It also does not cover important initiatives that can be launched at a unit/department level without the direct supervision and attention of the entire University. Overall, it is anticipated that this strategic plan would serve as a general framework for Management decision about where to invest resources without unduly impinging on the prerogative of the University Management to make specific decisions within the broader planning framework. To translate the Strategic Plan into reality will require dedication, energy, and perseverance from the entire University.

## **Recommendations**

1. Copies of the Strategic Plan should be published (hard copy and on-line) and made available to all members of staff.
2. The Vice-Chancellor should set up an Implementation and Monitoring Committee /Unit that will ensure compliance by all concerned staff and that will annually review the progress made towards achieving AE-FUNAI vision and strategic plan 2018/19 – 2023/24. The Committee's/Unit's report will assist the University Management in taking necessary action to ensure that the University is heading in the right direction and that corrective action is taken when and where needed. Their report will also provide information that will enable academic and non-academic Units to know how their performance compares with what is expected, and what needs to be done to keep up the good work or improve performance.
3. All Colleges, Faculties, Departments and Service Units of the University should set up Strategic Plan Development Committees to develop their strategic plans and synchronize with the approved Institutional Strategic Plan.
4. Deans of Faculties and Heads of Service Units to submit periodic (annual) report to the Implementation and Monitoring Unit demonstrating satisfactory compliance with the set standards.

## **Appreciation**

The Committee would like to offer our sincere gratitude to our indefatigable Vice-Chancellor for the opportunity to serve the University in this capacity. We wish to also appreciate all members of the University community who were involved in and contributed to the various stages of the formulation of this Vision and Strategic Plan. We are very grateful to the Almighty God for the enablement to successfully complete this assignment.



**Name**

**Designation**

Professor Afam Icha-Ituma

Chairman

Professor Akachi Ezeigbo

Member

Professor Joseph Nwankwo

Member

Dr. (Mrs.) Chinyere Nwajiuba

Member

Dr. Chukwunonso Ejike

Member

Dr. Onyebuchi Chima

Member

Dr. Nnenna Nwosu

Member

Dr. Charles Okolie

Member

Dr. Azubuike Peter Ebokaiwe

Member

Dr. Martin Itumoh

Member

Engr. Kenneth K. Adama

Member

Dr. Lawrence Ogugua

Member

Mr. Cornelius Offiah, ACA

Member

Mr. Noble Onukwue

Member

Mrs. Clementine Uzoije, ACA

Member

Mr. Vitalis O. Offor

Secretary

## **VISION, MISSION AND MOTTO OF THE UNIVERSITY**

### **Vision**

The vision of the Alex Ekwueme Federal University Ndufu-Alike is to become a world class centre of learning and research that will be a hub for the economic transformation and development of the nation through creative and innovative endeavours.

### **Mission**

- To train top quality human resource that will propel the development of Africa by providing excellent research-led teaching, skills and enhanced learning opportunities our graduates need to realise their goals – in the global workplace, as citizens and as individuals.
- To take a leading role in fostering the economic development of Ebonyi State and the nation at large through specific education, training and outreach activities.

### **Motto**

- Excellence and Integrity

## Introduction

Alex Ekwueme Federal University Ndufu-Alike (previously Federal University Ndufu-Alike Ikwo) was established in 2011 following the Federal Government of Nigeria's decision to establish institutions in regions recognised as 'educationally disadvantaged'; this is part of a drive to expand access to quality education to all parts of Nigeria and to produce research that will support the nation's economy and its industries. Academic activities in the University commenced fully in the first week of November 2012 with 25 undergraduate, 10 departments and 3 faculties. The university has continued to grow steadily. The University current offers 55 programmes housed in 24 departments and in 7 faculties. The extant faculties are Faculty of Agriculture, Faculty of Basic Medical Sciences, Faculty of Education, Faculty of Engineering and Technology, Faculty of Humanities, Faculty of Management and Social Sciences and Faculty of Science

The University aims to provide high quality courses and programmes that meet national and international academic standards. We value entrepreneurship development and seek to integrate it in all our academic programmes in order to produce graduates that can stand on their own and create jobs. We are also committed to providing our students with essential generic foundation skills with a comprehensive understanding of their relevant disciplines and equipping them with employability skills. Our students are to display creativity, independent thinking and intellectual rigour, as well as good understanding of the professions, industry and business.

FUNAI's strategic plan details how the University will move forward to deliver against FUNAI 2023 plan, acknowledging that it faces a range of challenges in doing this but convinced that it has the potential to meet its mandate. Some key data about the University as at 25 August 2018 is presented below:

### Students Profile (Enrollment):

Undergraduate				Post-Graduate	
2014/2015	2015/2016	2016/2017	2017/2018	2017/2018	Total
502	764	1228	2140	43	4677

In line with the vision of the University (2017/18 - 2023/24), student enrolment is expected to increase incrementally in each academic session. In admitting students, the University has been mindful of NUC Science-Arts Ratio of 60:40.

### Staff Profile (FTE):

Academic staff	: 548
Professional services staff	: 747
<b>Total</b>	<b>: 1295</b>

## **Strategic Priority 1**

### **Research Excellence**

We believe that the most effective universities are those that embrace a strong research ethos benchmarked against international standards. Our greatest challenge is to engender a culture of research excellence by providing the necessary environment for staff participation based on relevant acquired skills and expertise. The University will focus on nurturing early career researchers, providing skills development for staff and identifying clusters of organic growth that will enable it to significantly improve research outputs from 2018/19 and beyond. The University also needs to increase its ability to bid for external funding and will provide appropriate training and development of skills to assist staff in doing this. Over the next five years, we will sharpen our focus on the quality and impact of our research. We will ensure that we enable all of our academic staff to pursue and produce their best work possible – including tackling the most difficult questions in their fields, publishing in the highest quality outlets, working with the best partners both inside and outside the sector and addressing the major challenges our society faces. This requires a commitment on the part of faculties, colleges, disciplines, research groups to set clear goals about research performance and, at the same time, create the mechanisms to support and develop a culture of research excellence. The university will conduct both basic and applied research as these contribute to enhancing the position of Nigerian Science among the global scientific community

AE-FUNAI will invest in and drive research excellence throughout the various Departments in the University. This implies strategically prioritising resources in such a way as to encourage both disciplinary and multidisciplinary research activities (with a bias for interdisciplinary collaborative research) involving both staff and students. As the University consolidates and develops, there is an expectation that academic departments will identify and build areas of interest which integrate with University Research agenda which is to pursue basic and applied research across the disciplinary areas represented in the University, with the purpose of advancing the frontiers of knowledge through organized, systematic inquiry and solving problems of economic development, social cohesion, scientific, technological, cultural advancement and human well-being.

Good research culture is a sine-qua-non to great strides and attaining excellence in research and development. AE-FUNAI is desirous to entrench a research culture that supports and encourages high quality, ethical and

valuable research. AE-FUNAI research culture is imbued with research integrity and standards: good/healthy competition, high quality results and commensurate reward, collaboration (both intra- and inter-disciplinary, inter-domain and multi-disciplinary collaborative research), and a Research Output System (ROS) with defined quality performance metrics. Details of the University research culture are discussed in an operational guideline.

We will use the AE-FUNAI Research Initiative for Scientific Excellence (AE-FUNAI-RISE) (to be launched in 2018) to strengthen support for our research. By 2022, the program will ensure a strategic investment of N250 million per annum into research from private and industry collaborators. The AE-FUNAI-RISE will deliberately target for funding, research that can successfully compete for external funding opportunities – including federal and state governments support, and particularly industry and international funding opportunities.

In a bid to improve our staff capacity for high quality research, the University will launch the AE-FUNAI Outstanding Researcher Award (AE-FUNAI-ORA) project, which will be the flagship development scheme for researchers. In collaboration with faculties and research centres, AE-FUNAI-ORA will reward our outstanding researchers. It will provide early-career high-fliers access to development programmes at the local level. Such programmes will include mentoring, grant-writing and publication master classes, and training programmes that emphasise leadership, entrepreneurship, commercialisation and collaboration skills. Overall, we will use our research profile to support curriculum development, ensuring our learning and teaching is informed by current and new knowledge.

<b>S/N</b>	<b>Objectives</b>	<b>Activities/ Initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible officer and/or body</b>	<b>Target date</b>
<b>1</b>	Attract, retain, and develop high-quality academic staff	Focus on recruiting the best and retaining them. Recruit established scholars with proven track records in research and teaching to provide academic leadership to our scholarly endeavours.	The number of established scholars with publications in top tier journals and research grants that are recruited by the University.	Vice-Chancellor Deans of Faculty Heads of Department	Immediate and Continuous  Continuous
		Recruit high potential early career scholars with strong research potentials, particularly with PhD awarded by reputable universities in Nigeria and abroad.	The number of early career scholars with PhD awarded by reputable universities in Nigeria and abroad that are recruited by the University.	Vice-Chancellor Deans of Faculty Heads of Department	Immediate and Continuous
		Give special recognition and celebrate academic staff who receive distinguished academic awards and honours based on their research work nationally and internationally.	Recognition from the University Management in connection with the impact of research work produced by members of staff.	Vice-Chancellor Deans of Faculty	Immediate and Continuous
		Expand research and creative outputs typically associated with the arts, humanities, sciences and engineering disciplines.  Invest in professional development activities aimed at increasing research productivity and providing an environment in which early career researchers thrive. Publishing and grant writing workshops to be conducted to assist staff to secure competitive research funding and publish their research results in high quality journals and books.	Citations per academic staff (H Index) on Google scholar  The number of academic conferences, seminars and professional development workshops organised and hosted in the university.  The number of academic staff with publications in top tier journals, prestigious international fellowship, awards, invitation as keynote speaker, invitation for research presentations, shows, performances, etc.  The number of articles published in top tier journals by members of staff.	Directorate of Research and Development  Deans of Faculty Heads of Department	Immediate and Continuous

		Setup Research Publication Fund for providing special monetary rewards for exceptional academic accomplishments (publication in Thomson Reuters ranked journals, etc.)	The existence of the Research Publication Fund  Number of staff benefitting from the Fund	Director of Research and Development  Vice-Chancellor	December 2018
		Define and enforce high scholarship expectations across all academic departments. Use research experience as a key factor in considering candidates for appointment/ election to the position of HOD and Dean of Faculty. If HODs and Deans are research active and have published in a Thomson Reuters ranked journal they will help push the research agenda at the departmental and faculty level. A HOD/Dean who is a successful scholar may feel less threatened by someone “outstanding” coming into the department/faculty.	The proportion of HODs and Deans with publications in highly rated journals, especially those with Thomson Reuters assigned impact factors.  The number of academic staff that holds administrative responsibility that has published in a Thomson Reuters ranked journals.	Vice-Chancellor  Deans of Faculty  Heads of Department	Immediate and Continuous
		Invitation of world class scholars of distinction to join the University to help increase collaborative research activities and research outputs.	The number of patents, research papers and other scholarly outputs produced based on collaboration between AE-FUNAI academic staff and Visiting world class scholars.  Improved performance for publications that have an international co-author	Vice-Chancellor  Director of Research and Development  Directorate of Internationalization	Immediate and Continuous

<b>2</b>	Grow and diversify research funding	Build a research culture that fosters grant bidding through use of incentives and eliminating barriers to the pursuit of large opportunities.	The proportion of staff undertaking research funded by external agencies (foundations, national and international agencies, etc.)	Directorate of Research and Development  Vice-Chancellor	Immediate and Continuous
		Identify and eliminate administrative barriers to successful competition for external funding, including those associated with the negotiation of intellectual property.	Research centers success in securing and timely completing research funded by various organisations.  Timely release of fund for research by the Bursary Unit.	Directorate of Research and Development Bursar  Vice-Chancellor	Immediate and Continuous
		Provide pump-priming fund to academic staff below the level of Senior Lecturer, within the first five years of their appointment, to enable them to start research projects and seek external funding to support ongoing project costs.	The quantity and quality of funding applications for external research grants submitted by academic members of staff.	Vice-Chancellor  Directorate of Research and Development	Immediate and Continuous
		Cultivate mutually beneficial strategic partnership with research centers in other universities and industries to extend AE-FUNAI academic staff expertise and to address gaps in equipment, infrastructure, and / expertise	The number of partnerships with other institutions formed.	Directorate of Internationalization  CEDAMPAT Centre for Development Assistance Management, Partnership and Training.	Immediate and Continuous

<b>3</b>	Promote high impact translational research	Develop research strategy for high impact research	University-wide implementation of the research strategy from 2018/2019 academic session	Directorate of Research and Development	December 2018
		Collaborating with businesses, industries, universities and the public sector to ensure our research directly benefits society, nationally and internationally.	Research activities audit-quality and quantity of scholarly works produced by academic staff.  The number of joint projects the University develops with organisations outside the University	Deans of Faculty  Directorate of Research and Development	2018
		Ensuring our research contributes to the economic, social and cultural growth and gains the recognition it merits	The number of patents and research outputs commercialised by the University  Improve our academic reputation and increase our ranking in global surveys (e.g. webometrics) by becoming one of the top 10 universities in Nigeria for our research.	Directorate of Research and Development  Directorate of Internationalization	Continuous
		Develop strategies to increase the number of AE-FUNAI staff being called upon by the various media as commentators and as public intellectuals  Each empirical paper accepted by a Thompson Reuters ranked journal is to be accompanied by a press release to be forwarded to the PRO	The proportion of academic staff of the Universities invited as commentators on local, national and international issues by reputable media houses  The number of press releases emanating from the University based on research activities of academic staff	PRO	Continuous
<b>4.</b>	Develop and sustain the physical and technological	Develop funding mechanisms to maintain equipment and provide necessary staff support in core laboratories	Total capital expenditures on research infrastructure.	Vice-Chancellor  Directorate of Research and Development	April, 2019

	infrastructure, resources, and expertise to support increased research and scholarly productivity system-wide, with particular emphasis on facilities such as laboratories.	Continue to invest in modern research buildings structured to facilitate collaboration.	Number of labs, classrooms, and conference rooms equipped for virtual collaboration.	Vice-Chancellor	Continuous
		Invest in communication tools enabling virtual collaboration on a global scale.	Number of virtual communication tools deployed.	Vice-Chancellor Director, ICT	Continuous
		Selectively invest in Departments that demonstrate the greatest capacity to build on current strengths, achieve new intellectual heights in research and education, and disinvest in those with the lowest capacity.	Number of qualifying Departments invested in.	Vice-Chancellor	Continuous
<b>5.</b>	Invest selectively in interdisciplinary areas of strength	Invest in establishing and strengthening five interdisciplinary research centers that will focus on solving complex societal problems	Number of interdisciplinary research centers established in the University	Directorate of Research and Development, Vice-Chancellor	October 2019
		Create an active comprehensive database and networks of researchers and scholars locally and internationally	Availability of robust database of AE-FUNAI Scholars and their research interest on the University website/intranet.	Directorates of Research and Development	Immediate and Continuous
<b>6.</b>	Develop a robust AE-FUNAI Research Output System (AE-FUNA-ROS)	Create a AE-FUNAI research output system (AE-FUNAI-ROS) to annually catalogue the research output of academic staff of the University.	Annual conduct of university-wide internal research assessment using AE-FUNA-ROS	Directorate of Research and Development, Heads of Department	April 2019
		Create an interactive computer-based AE-FUNAI-ROS for seamless research output data and information collation, management decision analysis and decision-making	Successful implementation and Ease-of-use of computer-supported AE-FUNA-ROS	Directorate of Research and Development, and ICT	2019-2022

7.	Strengthen the Directorate of Research and Development	Developing and implement a research policy for the University.	Existence of a University Research Policy Handbook.  Dissemination of the University research policy handbook to the University community.	Directorate of Research and Development	April 2019
		Develop criteria and procedures for evaluating and tracking the quality of research output, scholarship and creativity of faculties, colleges and departments	Documentation and tracking of research outputs and innovation in the University.	Director of Research and Development	April 2019
8.	Enhancing research informed teaching and increased engagement of students in mentored research, innovative projects, and creative endeavours	Enriched teaching through integration of research findings into classroom activities to enable students gain full benefit from studying at a research-led university	Evidence of research findings in teaching materials	Academic Staff  Heads of Department	Immediate and Continuous
		Instilling in our students an understanding of the importance of research, and creating opportunities for those who have the potential to develop research careers.	Number of Undergraduate and Post Graduate students who are involved in collaborative research activities and creative endeavours with staff.	Directorates of Research and Development	Immediate and Continuous
		Enrollment of postgraduate student and engaging them in research projects.	Number of publications coauthored by staff and students annually.	Dean PG School	Immediate and Continuous
		Reward graduate students for high scholarship and creative activities	Number of graduate students so rewarded.	Dean PG School Vice-Chancellor	Immediate and Continuous
9	Engage our library as partner in	Support a strong research and scholarship culture by maintaining and selectively enhancing the quality of the library and archives	Increase in the number of collection held by the library in all disciplines	University Librarian	Immediate and Continuous

	research and scholarship	research collection; providing appropriate physical and virtual library research environment; expanding opportunities to disseminate research results; and ensuring individual researchers and research teams have timely access to requisite library staff expertise.	Increase in the variety of research support services provided by the Library.  Level of support provided by library staff to the University staff and students		
		Ensure that collaborations and partnerships with other libraries serve the needs of staff and students at AE-FUNA and strengthen staff scholarship and productivity	Timely response to staff and students' needs  The number of partnership between AE-FUNAI Library and other national and international library.	University Librarian	Immediate and Continuous

## **Strategic Priority 2**

### **Teaching, Learning and the Student Experience**

AE-FUNAI values high quality teaching and scholarship, and these attributes will continue to be defining characteristics of the University. We aim to embed a culture of quality teaching systematically in our programmes and to build a reputation for the quality of our learning and teaching, our supportive and encouraging ethos, and the quality of our graduates. We aim to provide an excellent learning and stimulating student experience, where students are at the heart of all our considerations. Regardless of their programme of study, students should graduate with well-developed critical thinking, problem solving skills and communication skills requisite to any career. They should also have professional development opportunities embedded in their programmes to enable students to explore and acquire the kinds of leadership and entrepreneurial skills increasingly in demand in today's marketplace. We will ensure that teaching and learning are at the leading edge and relevant to contemporary contexts. We will also work with our students in a friendly learning and working environment.

We are committed to embracing the latest advances in pedagogy and creating a positive transformative learning experience for students. We will maximise the potential of the digital age. The creative use of a wide variety of technologies for active learning will become an integral part of curriculum planning and delivery, including exploiting the full potential of technology to deliver and enhance assessment and going beyond information delivery towards synchronous and asynchronous communication and collaboration across learning communities.

Academic staff will be held accountable for the quality of their teaching and rewarded for high quality teaching. The high quality of our learning and teaching experience will be supported in the following ways:

- Student contact time and face-to-face engagement with staff and other students, will be interactive, and focus on the active co-production of knowledge and on fostering a spirit of enquiry.
- All academic staff will have, or be working towards, a university teaching qualification or institutionally recognised equivalent.
- All academic staff will be supported in the acquisition and updating of skills to ensure effective use of technology.
- All course delivery will include the use of appropriate technologies and will be supported by accessible and interactive digital resources.

<b>S/N</b>	<b>Objective</b>	<b>Activities/ initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible officer and/or body</b>	<b>Target date</b>
1	Enhance student engagement and achievement in academics	<p>Provide inclusive, responsive, and student-led curricular activities.</p> <p>Ensure that learning and teaching are at the leading edge and relevant to contemporary contexts.</p> <p>Ensure that all academic departments have in place a robust form of students evaluation and peer review mechanism that generates feedback and provides feedback to teachers that enables them to improve their teaching continually.</p>	<p>Percentage of students satisfied with teaching and academic experience (end of semester course feedback)</p> <p>Proportion of staff involved in peer review of teaching programme</p>	<p>Director of Academic Planning</p> <p>Heads of Department</p>	Immediate and Continuous
		<p>Establish Vice-Chancellor's Annual Awards for Excellence in Teaching to recognize and reward pedagogical innovation and strong teachers who are responsive to students and rigorous in their approach to teaching.</p> <p>Recognize exceptional teaching practice by individuals and teams across the University.</p>	<p>Number of awards for teaching excellence given by the Vice-Chancellor annually</p>	<p>Vice-Chancellor</p> <p>Director of Academic Planning</p>	Immediate and Continuous

		Enhance the physical infrastructure to support and facilitate innovation in teaching and learning	Appropriate classroom allocated for all courses in line with students' number  NUC accreditation of all academic programmes	Works and Estate Department  Director of Academic Planning	Immediate and Continuous
2	Produce graduates who are highly sought by employers within Nigeria and abroad	Integration of employability skills into the curriculum e.g. creative thinking, problem solving, team working, leadership, customer care, communication, emotional intelligence, presentation and time management.	Alumni survey (annually): % of graduates employed within 1 year in professional jobs relevant to a degree. The Alumni office would track the employment of students and be able to produce statistics of where graduates are employed and the number who have gained employment within 12 months of graduating (post NYSC).  Increased employer satisfaction with the quality of AE-FUNAI graduates	Deans of Faculty  HODs  Programme Coordinators  Course Coordinators	Immediate and Continuous
		Collaboration between the university and industries on curriculum design	Number of University/Industry focused discussions on curriculum development	Directorate of Academic Planning  Curriculum Committee of Senate	Immediate and Continuous
		Expansion of work placement to include all academic programmes	85 percent of our students (irrespective of their discipline) benefit from work placement programme before graduation.	SIWES	Immediate and Continuous

		Provision of vocational guidance and career development support by Centre for Entrepreneurship and Employability (CEE) to students on writing curriculum vitae, covering letter, job interviews, assessment centres, psychometric tests, networking, and working abroad.	The result of evaluation of final year students perception of work readiness and employability (survey by Directorate of Academic Planning)	Centre for Entrepreneurship and Employability  Directorate of Academic Planning	Immediate and Continuous
		Strengthening and enhancing existing mechanisms for ensuring transparency and high quality in student admissions.	The proportion of students admitted based on academic achievements  Students performance	Registry (Admissions) HODs, Deans, Senate, Vice-Chancellor	Immediate and Continuous
		Adhere strictly to admissions quota and staff-students ratio requirements of the NUC	The frequency of compliance with approved admission quota. Courses taught and number of students in the courses	Registry (Admissions) Directorate of Academic Planning Senate	Immediate and Continuous
		Adhere strictly to the Academic Calendar	The absence of disruptions in the Academic Calendar	Directorate of Academic Planning Senate	Immediate and Continuous
3	Using technology creatively to enhance pedagogy, and deepen and broaden the learning experience for all our students	Equipping staff to embed digital technologies effectively within their teaching and to develop technology-enhanced learning.  Provision of internet connectivity in classrooms and other learning spaces.	85 percent of our classrooms have multimedia facilities.	ICT	Immediate and Continuous

		Provision of computer, ceiling mounted data projector, projector screen, and instructor's desk/podium (multimedia cabinet) in all the University classrooms to enhance the learning experience of students.			
		Set up a virtual Learning Environment platform (myAE-FUNAI) to promote blended learning. The platform will be used for uploading learning materials such as lecture slides, handouts, readings, web links, audio and video. It will also be used for electronic submission of assessment materials and it will have facilities for discussions, wikis, blogs and student databases, etc.	Availability and use of virtual learning environment (myAE-FUNAI) for all courses offered by the University.	ICT Department	April 2019
		Provision of advanced digital skill training programmes to prepare our students for the 21 <sup>st</sup> century jobs.	Availability of ICT short courses for students	ICT Department	Immediate and ongoing

4	Provide a more unified and shared educational experience for AE-FUNAI students.	Establish a Centre for the Enhancement of Teaching and Learning to provide a well-defined staff development programme to promote a professional approach to teaching in the University and effective teaching practices across the University for new and experienced teaching staff.	Increased number of staff with formal teaching certificates awarded by the proposed Centre for Teaching and Learning and/or formal professional development certification in teaching.  Improved student satisfaction with teaching quality as measured by the end of semester course evaluation	The Vice-Chancellor  Faculty of Education	April 2019
		Ensure that teaching evaluations (feedback from students) are reviewed regularly by Heads of Departments, with action taken to acknowledge excellent performance and address less satisfactory performance.	Administering course feedback survey at the end of each semester.  Analyzing the result of the course evaluation exercise	Director of Academic Planning  HODs	Immediate and Continuous
		Ensure that assessment of students' progress adopts the principle of constructive alignment.	Course purpose, outcome, teaching methods and assessment strategies properly aligned.	HODs  Programme coordinators  Course coordinators	Immediate and Continuous
		All shortlisted applicants for academic jobs to demonstrate competence in effective communication and teaching during employment interview. By delivering a presentation on assigned topic.	The University appointment guideline incorporating seminar presentation by prospective academic staff as one of the key criteria for employment in the University.	Registry  Deans  Heads for Department	Immediate and Continuous

### **Strategic Priority 3**

## **Outreach and Engagement**

The University is well known within the state and the South East. However, this does not equate to individuals and organisations understanding the skill set that the University has or how this can be employed to contribute to the development of the State and the country. We aim to build awareness, increase engagement, improve our knowledge of the community and increase our capacity to deal with enquires and opportunities that are created. The University is committed to collaborative community service and engagement opportunities. This includes the communities within the institution as well as people and organizations external to the university at the local, national, and international levels. This priority focuses on the importance of engaging with our communities in order to improve institutional and personal well-being through actions that address needs in our community. We will grow existing partnerships established through various faculties to provide our students and graduates with career opportunities, academics to develop research with impact and drive innovation and productivity in Ebonyi State and beyond.

The overall vision is to embed links between research and enterprise utilizing the Centre for Entrepreneurship and Centre for Internationalisation, Linkages, Advancement and Global Ranking to create and sustain close working relationships with external stakeholders that facilitates research that can inform the policy, practice and processes of their organisations. We will enhance research impact by building on existing partnership and formalizing fledging relationships with key stakeholders and organisations.

<b>S/N</b>	<b>Objective</b>	<b>Activities/ initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible officer and/or body</b>	<b>Target date</b>
<b>1</b>	Increase the impact of AE-FUNAI research, scholarship and outreach activities on quality of life and economic development of Ebonyi State and the nation.	Build partnerships with institutions that are committed to addressing the pressing economic, social and environmental needs of Ebonyi state.	The number of MOU the University has with higher institutions and organisations	Directorate of Research and Development  Director, Internationalization, Linkages, Advancement and Global Ranking  CEDAMPAT	Immediate and Continuous
		Disseminate new knowledge generated from research conducted by AE-FUNAI staff through public seminars, workshops, press release, blog, etc.	The number of dissemination events arising from the creative activities of members of staff that are organised within and outside the University	Directorate of Research and Development  CEDAMPAT  HODs  AE-FUNAI Outlook Limited	
<b>2</b>	Contribute to economic security, stability, social justice, and public policy through research, education, the arts, extension services and public policy engagement	Increase and recognize engagement of AE-FUNAI staff and students, with institutions, communities, governments, other educational partners, and	Number of academic programmes with advisory boards that include alumni and constituency representatives.  Significant increase in the number and scope of media	HODs	Immediate and Continuous

		businesses and non-governmental organisations.	stories featuring AE-FUNAI outreach and engagement successes and impacts.		
		Encourage and incentivize short- term academic staff-industry exchange programmes.	Number of staff engaged with staff placements and exchanges with industry.	Deans of Faculty HODs	Immediate and Continuous
		Enhance extension programme delivery (e.g., medical services, agricultural extension services, business development service) to various sectors of the society.  Strengthen the School of Foundation studies to provide education services to prospective university students.	Increased number of staff involved in recognized outreach and engagement activities, especially those integrated with teaching and research.  Number of participants in AE-FUNAI pre-degree and foundation programmes	Deans of Faculty HODs CEDAMAPAT  Director, Centre for Educational Services	Immediate and Continuous
		Workshop to promote understanding of need and benefits of community engagement; and development of key skills e.g. networking	Increased number of staff involved in recognized outreach and engagement activities, especially those integrated with teaching and research.	Deans of Faculty HODs CEDAMAPAT	Immediate and Continuous
		Create a widely shared organizational culture that encourages, promotes and	The number of high-caliber partnership with external organisations.	Deans of Faculty HODs CEDAMAPAT	Immediate and Continuous

		rewards outreach and engagement activities of staff.			
		Ensure that the reward and recognition system acknowledges and rewards contributions made in teaching and other outreach and engagement activities	The number of staff rewarded for engaging in community service in the host communities and beyond.	Vice-Chancellor	Immediate and Continuous
<b>3.</b>	Enhance AE-FUNAI's reputation with external constituencies	Increase strategic communication with key external stakeholders and between internal stakeholders about the impact of AE-FUNAI research, education, and outreach.	Increased number of articles/stories in the local, national and international media reporting activities going on in AE-FUNAI.  Increased number of news stories on the University's website and media releases devoted to communicating outreach engagement and accomplishments of the University staff.	PRO	Immediate and Continuous
		Provide necessary resources to publicize our research successes.  Profile AE-FUNAI's research successes internally and externally.	AE-FUNAI'S ranking and reputation scores in reputable national and global university rankings	PRO  Centre for Internationalisation, Linkages, Advancement and Global Ranking  ICT Director	Immediate and Continuous

## **Strategic Priority 4**

### **Programme Development**

The University will provide programmes that meet relevant accreditation and quality standards. We aim to develop strong national and international reputation by offering and promoting a range of high quality, professionally accredited undergraduate and postgraduate degree programmes and a portfolio of courses of continuing professional development. These programmes will be up-to-date in content, coherent of structure, and designed and delivered by subject experts, to recognised external and professional standards. The University will achieve this aim by:

- i. Supporting innovation in curricula, and seeking to minimise the barriers to the development of high-quality innovative undergraduate and postgraduate programmes
- ii. Developing the University's portfolio of programmes to ensure continued alignment with academic, professional, market and economic needs, including:
  - Developing our portfolio of continuing professional development, flexible and online postgraduate programmes to meet the needs of employers and students, channelled in the first instance through the AE-FUNAI School of Foundation Studies
  - Encouraging the inclusion within programmes of acknowledgement of the societal challenges we face and the international context in which we operate

Delivering all courses and programmes to agreed internal and external specifications by operating effective quality assurance and enhancement mechanisms that drive enhancement of the student learning experience, meet requirements of public accountability and reinforce our reputation for high quality.

<b>S/N</b>	<b>Objective</b>	<b>Activities/ initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible officer and/or body</b>	<b>Target date</b>
<b>1</b>	Introduce new academic programmes	Develop new courses and/or programmes that are international in scope and relevant.  Introduce globally competitive and locally relevant programmes geared towards producing knowledgeable, creative and responsible individuals	Develop at least five flagship programmes that will attract international students and will received approval of relevant accreditation bodies.	Heads of Department  Deans of Faculty  Director of Academic Planning    Vice-Chancellor	Oct 2020
<b>2.</b>	Strengthen current academic programmes in order to better educate current students and future leaders of the region, the state, the nation, and the world.	Pursue accreditations of all programmes by NUC and other relevant professional bodies.	Number of programmes with full accreditation	Heads of Department  Deans of Faculty  Director of Academic Planning	Immediate and Continuous
<b>3.</b>	Strengthen academic advising	Integrate student-advising responsibilities more effectively into university academic procedures.	Guidelines for academic advising distributed to academic departments.	Director of Academic Planning	January, 2019

## **Strategic Priority 5**

### **Institutional Effectiveness**

Institutional effectiveness is fundamental to the development and maintenance of high-quality academic and service programmes. Our systems and processes do not adequately prepare us to meet the challenges ahead. To achieve our aspiration of becoming a world-class university, AE-FUNAI will reengineer its central administrative service organisation to ensure that these services are being delivered in the most efficient and effective manner possible. It is imperative that we cultivate a system-wide culture of organizational integrity, effectiveness, and openness that facilitates pursuit of the institution's academic aspirations.

The University will undertake a comprehensive review of its administrative processes in the light of international best practices. The University will invest in modernising academic and administrative processes in order to improve our operational efficiency and effectiveness as an institution.

We will introduce business process reengineering, in some instances, this might result in outsourcing service activities that are not core to our mission. Given that administrative inefficiency extends beyond the central administration, we will ensure efficient and responsive operations at all organisational levels—Departmental, Faculty, as well as University-wide. This requires identifying and removing bureaucratic obstacles and creating clearer lines of authority to facilitate more flexible, timely, and accountable decision making, and to improve focus on end-user satisfaction.

Information and communication technology will be used to provide reliable access to relevant, real-time information from authoritative sources. We will systematically review each administrative service provision for alignment to current best practices, identify cost-savings opportunities, and redesign business practices and management structures to maximize efficiency and effectiveness. In support of these goals, AE-FUNAI is committed to inculcating and rewarding a culture of excellence, collaboration, responsiveness, and accountability among the University staff. We will ensure our systems, infrastructure investments and resource allocation are deeply aligned with our academic mission, goals and priorities.

<b>S/N</b>	<b>Objectives</b>	<b>Activities/ Initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible officer and/or body</b>	<b>Target date</b>
<b>1</b>	Foster a diverse community of engaged students and staff.	Recruit and retain an increasingly diverse population of staff and students, and create an inclusive environment that supports these objectives	Diversity in Local Government and States of Origins of students and staff. With attention to the number of students and staff outside of South Eastern Nigeria	Vice-Chancellor Senate Office of the Registrar	Immediate and Continuous
<b>2</b>	Maintain respectful and disciplined behaviour in AE-FUNAI	Provide formal inclusiveness and diversity professional development training for all staff. Introduce a policy on bullying, harassment and intimidation.	Number of training events, workshops and programmes organised annually that are targeted at both students and staff with the objectives of providing capacity and resources for thriving in a diverse community	Office of the Registrar Student Affairs Centre for Human Resource Development	Immediate and Continuous
<b>3</b>	Increase the productivity and job satisfaction of members of staff.	<p>Improve functionality of information technology systems for administrative processes, student services, and research.</p> <p>Recognize productivity in employee performance evaluations.</p> <p>Communicate openly and with appropriate timeliness on issues of relevance to students, staff, and external constituencies.</p> <p>Reduce the administrative burden on high-performing academic staff.</p>	<p>Number of staff rewarded annually for outstanding performance.</p> <p>Average employee satisfaction rating from annual Employee Engagement/ Satisfaction Survey</p> <p>Financial support directed toward professional development of staff</p>	Vice-Chancellor Deans of Faculty HODs HOUs Director Human Resource Development	Immediate and Continuous

		<p>Regularly review current work environments and processes for improvement.</p> <p>Use data/information gathered from the employee engagement survey to improve work environment.</p> <p>Provide resources for university-wide professional leadership.</p>			
4.	Utilize academic brief, valid and reliable data, and evaluation indicators to align investments of resources with institutional priorities.	Carry out regular evaluation of academic departments and programmes to ensure resource alignment is consistent with university vision.	Establish a clear process for eliminating programmes that no longer demonstrate viability	Office of the Registrar, DAP, Faculty Deans, HODs	Immediate and Continuous
5.	Enhance administrative innovation, openness and collaborations to advance the University's mission.	<p>Remove administrative barriers that prevent entrepreneurial innovation among staff and students.</p> <p>Improve administrative and academic analytics capabilities to improve decision-making.</p>	Evidence of streamlined administrative procedures.	Office of the Registrar, DAP, Faculty Deans, HODs	Immediate and Continuous
6.	Promote efficiency and competency in the application of technology in AE-FUNAI	Reform and modernize the process of administration to eliminate duplication and bottlenecks and increase efficiency	Reduction in time lag (to 48h) for response to applications, memos and emails.	Office of the Vice Chancellor, Deans of Faculty, HODs, HOU. Registrar, ICT	Immediate and continuous
		Deploy an Enterprise Resource Planning (ERP) system to integrate the process of administration using advanced technology.	<p>Number and levels of administrative functions computerized for decision making</p> <p>Level of system integration and efficiency</p>	Office of the Vice Chancellor, Deans of Faculty, HODs, HOU. Registrar, ICT	Immediate and continuous

## **Strategic Priority 6**

### **Internationalisation**

No modern university in any country can conduct its affairs effectively without international partners. Internationalisation is one of the key focus of the University and it is anticipated that it will make a substantial contribution to building our academic reputation, transforming the student experience, improving graduate employability and generating income.

AE-FUNAI aims to partner with a few selected institutions, which are recognised for their academic excellence, where the 'academic fit' between AE-FUNAI and the University is complementary and relevant, and where the benefits of partnership are mutual. To this end, the University has established a Centre for Internationalisation, Linkages, Advancement, and Global Ranking to help further this university ambition and to pursue the development of mutually beneficial long-term partnerships with overseas institutions. The Centre will provide support to enable the University:

- Build strategic partnerships nationally and in strategically important regions of the world
- Grow international accessibility of our programmes
- Attract international students to AE-FUNAI and ensure high levels of student satisfaction and integration
- Create an 'internationalised' environment, through our curriculum, pedagogy, research, service delivery, and increasing staff and student mobility and experience
- Develop new sustainable models of expanding the University's activities, its reputation and the visibility of its brand internationally
- Work with Ebonyi State government and other South East state governments to increase local cultural and economic benefits of the international profile and reach of the University.
- Attract Nigerian academics in the diaspora or scholars with an established or emerging international reputation to the University using the AE-FUNAI Visiting Fellowship Programme. The Fellowship will be used to attract and retain internationally recognised scholars from other institutions abroad wishing to contribute to academic activities in AE-FUNAI.

Overall, the University is committed to building its reputation as a Nigerian University with a global outlook and reach, producing graduates who are highly employable in a global environment, conducting research and knowledge exchange activities, which are internationally relevant and recognised. The University will develop a framework for the recruitment of exceptional researchers abroad, thus making AE-FUNAI a good choice for organisations seeking research and teaching partnership in Nigeria and Africa.

<b>S/N</b>	<b>Objectives</b>	<b>Activities/ Initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible officer and/or body</b>	<b>Target date</b>
<b>1</b>	Attract and recruit exceptional scholars from across Africa and beyond in order to strengthen career opportunities in a global context and enhance internationalization of the student experience	Consolidate AE-FUNAI's Visiting Fellowship programme to attract visiting scholars and world-class professors to AE-FUNAI.	Number of international researchers and collaborators attracted to AE-FUNAI under the AE-FUNAI Fellowship programme	Vice-Chancellor,  Directorate of Internationalisation, Linkages, Advancement and Global Ranking,  Directorate of Research and Development	Immediate and continuous
		Create a recruitment pathway for the hiring of individuals with international experience to join AE-FUNAI.	Number of individuals with international experience recruited by the University.	Vice-Chancellor, Registrar, Deans, HODs	Immediate and continuous
		Introduce and nurture academic mobility and exchange programmes involving AE-FUNAI staff to enable members of staff to gain international experience.	Number of AE-FUNAI staff who have had an international experience by traveling abroad on academic engagement	Vice-Chancellor, Registrar, Deans, HODs	Immediate and continuous
2.	Facilitate world leading innovative research to provide solution to the many societal challenges facing humanity.	Participate in the development of study/research activities with our overseas partner institutions.	Number of new study/research projects initiated annually with foreign partners.	Directorate of Research and Development, Directorate of Internalization, Deans, HODs	Immediate and continuous
		Develop an efficient mechanism to inform staff and students of grants, call for research projects and available fellowships worldwide.	Number of international grants, fellowships, awards, laurels, etc. advertised and won annually by staff and students of AE-FUNAI. Number	Directorate of Research/ Development	Immediate and continuous

			of postdoctoral positions created and filled annually.  Number of collaborative research between AE-FUNAI and other international institutions.	Directorate of Internationalisation, Deans, HODs	
3.	Develop strong linkage relationships with international institutions and organisations to attract funding, collaborative engagements, and bolster AE-FUNAI's international profile	Foster joint study/ research activities and linkage partnerships with international organistaions and universities abroad.	Number of partnerships and/or linkage MOUs signed with international institutions	Directorate of Internationalisation, Linkages, Advancement and Global Ranking	Immediate and continuous
		Begin the process of internationalizing AE-FUNAI's curriculum by reviewing academic curriculum and update to meet international standards	Number of courses and/or programmes reviewed or restructured.	Vice-Chancellor, DAP Deans of Faculties, HODs	Immediate and continuous
4.	Deepen and sustain the internationalization process at AE-FUNAI and ensure that the goals and objectives are achieved.	Promote and sustain a University-wide buy-in to the internationalization agenda of the university	Number of events such as seminars, symposia workshops, conferences on internationalization held annually at AE-FUNAI.	Vice-Chancellor  Directorate of Internationalisation, Linkages, Advancement and Global Ranking	2018-2023 (Annually)
		Internationalizing the staff and student population	Emergence of policy document aimed at strengthening AE-FUNAI's commitment to internationalization.		
5.	Collaborative (Dual) Degree Programmes	Develop dual degree programmes with partner universities abroad to enable AE-FUNAI students interested in the programme to undertake one year of their four-year degree programme in the partner university abroad.	Number of students that participate in the dual degree programme	Registrar, Directorate of Internationalisation, Linkages, Advancement and Global Ranking, Deans, HODs	2018-2023 (Annually)

6.	International postgraduate programme	Collaborate with universities in other countries for post-graduate (Masters and PhD) training of staff of AE-FUNAI	Number of Students registered for the Masters/PhD degrees and successful completion of programmes	Registrar, Directorate of Internationalisation, Linkages, Advancement and Global Ranking, Directorate of Academic Planning, Dean of PG studies, Heads of Department	2018-2023 (Annually)
7.	Enhance global presence and prestige of AE-FUNAI	<p>Harness the transformative power of emerging technologies for teaching, learning, research, and management, and for disseminating information about AE-FUNAI and its activities beyond the shores of Nigeria</p> <p>Make selected AE-FUNAI courses available to international audience using online platform</p>	<p>Number of ICT projects and their impacts implemented annually. Number of applications and uptake of courses available online</p> <p>Number of academic departments/ courses using multimedia equipment for teaching and research. Number of courses made available online.</p>	<p>Directorate of Research and Development, DAP, ICT, HODs, Directorate of Internationalisation, Linkages, Advancement and Global Ranking</p> <p>Registrar, Directorate of Academic Planning</p>	2018-2023 (Annually)

## **Strategic Priority 7**

### **Environment**

Our vision in relation to environment is to become a ‘green university’ demonstrated through the way we interact and relate with our unique support system, the earth. We aim to put in place policies and strategies aimed at developing a conducive and aesthetically attractive environment for teaching, learning, research, and overall human resource development. This will demonstrate clearly our commitment to the environment and our host community as a responsible corporate citizen and conscientious steward of the environment.

In terms of our built environment, the University is committed to creating a physically developed space commensurate with our aspiration to become a world-class university. In the coming years, the university campus will be transformed by projects consistent with the core principles and priorities of our strategic plan. While buildings alone cannot help us realise our aspiration, they can create environments that enable initiatives outlined in our strategic plan. To create this environment, the University is developing a physical master plan— designed to work hand in-hand with the strategic plan. While our physical master plan will provide guidance and vision for capital projects in the University, many projects are now under way that will dramatically improve the student experience on campus and grow critical disciplines. These projects are being made possible mainly by resource/grant allocation from TETFund.

<b>S/N</b>	<b>Objectives</b>	<b>Activities/ Initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible officer and/or body</b>	<b>Target date</b>
1	Detrimental Climate Change Mitigation	Reduce University-wide greenhouse gas emissions through efficiency saving and reduction of our carbon footprint	Increasing use of renewable energy sources such as solar, biogas and biodiesel.	Office of the Vice Chancellor, Center for Energy Studies/Research, Director of Works.	Immediate and continuous
		Maintain and sustain long-term commitment to reduce greenhouse gas emissions by the most practicable means available through sustained research efforts.	Ride sharing and use of public transport.	Office of the Vice Chancellor, Center for Energy Studies/Research, Director of Works.	Immediate and continuous
		Use of energy efficient buildings and cleaner energy supply schemes and processes.	Increasing use of environmentally friendly building materials and renewable energy sources.	Office of the Vice Chancellor, Center for Energy Studies/Research, Director of Works.	Immediate and continuous
2	Consolidation of Responsible Renewable Energy-Use Policy	Identify and consciously implement net present value positive energy conservation measures in the University buildings.	Use of solar energy farms incorporating solar panels. Use of co-generational energy systems.	Vice Chancellor's Office, Director of Works and Physical planning, Center for Energy Research.	October, 2020
		Assess energy use by building and space type to inform goal setting on greenhouse gas emissions.	Restriction in energy waste and greenhouse gas emissions.	Vice Chancellor's Office, Director of Works and Physical planning, Center for Energy Research.	Immediate and continuous
		Establish an energy management strategy committee to evaluate all energy intensive space available in the university so that energy efficiency measures can be implemented to enhance savings.	Production of an effective strategy document for efficient utilization of energy by the Energy management strategy committee.	Vice Chancellor's Office, Director of Works and Physical planning, Center for Energy Research.	Immediate and continuous

		Conduct a University-wide on-site renewable energy analysis with a view to assessing the viability of the following: Solar farms incorporating solar panels to power buildings; use of Biogas from waste, etc.	Evidence of detailed report on renewable energy availability, sustainability and profitability.	Vice Chancellor's Office, Director of Works and Physical planning, Center for Energy Research.	Immediate and continuous
<b>3</b>	Sustainable Habitation and aesthetic environment	Target a decorative and restorative impact on the surrounding environment and the University community.	Establish building construction compliance committee. Planting of trees and flowers.	Directors of works and Physical Planning	October, 2019 Annual Evaluation
<b>4</b>	Green and User-friendly buildings. (offices, classrooms, laboratories, etc.)	Maintain University-wide compliance with Green building standards in new construction and building operations in order to reduce energy consumption and waste.	Presence of green building indicators. Use of elevator and/or user-friendly construction for staff and students.	Directors of works and Physical planning	Immediate and continuous
<b>5</b>	Sustainable Transportation (On campus)	Develop a University-wide plan for efficient on-the-campus vehicular traffic for transport of staff and students.	Presence of defined vehicular traffic access roads.	Director of Works and Physical planning.	October, 2019
		Construction of walk and bicycle driveways to reduce vehicular traffic and associated emissions on campus. Provide access to classroom and building for disabled staff and students	Presence of pedestrian walkways and bicycle routes to reduce the need for environment - polluting vehicles. Evidence of facilities that fully support disabled persons	Director of Works and Physical planning.	October, 2019
<b>6</b>	Climate Preparedness and Campus Resilience	Develop standards for climate preparedness and campus resilience that apply to new and existing building design and critical infrastructure.	Future-proofing university building with good drainage systems. Strong pre/post building maintenance.	Director of Works and Physical planning	October, 2019
<b>7</b>	Sustainable Procurement	Develop University-wide standards for targeted environmentally- sensitive sourcing of energy resources and other products.	Compliance with global best practice standards.	Vice-Chancellor, Director of Works and Physical planning	Immediate and continuous

## **Strategic Theme 8**

### **Digital Transformation**

AE-FUNAI aspires to be an IT driven world Class University. The University leadership views technology as an essential enabler of AE-FUNAI academic excellence and an indispensable tool for the achievement of our institutional goals. Thus, the University is planning to invest heavily in robust ICT infrastructure to serve as a structural backbone for the present and future needs of the University. It is anticipated that this will go a long way to modernize our administrative systems, support staff in their teaching and research and enhance the learning experience and satisfaction of our students and staff.

The University is currently equipped with few VSATs that provide some level of internet access to students and staff. The University will invest in digital infrastructure to provide staff, students, and researchers with unhindered and unlimited access to excellent and personalized information resources, services, systems, and infrastructure through the deployment of IT services and a state of the art University Library.

In terms of E-learning, the University is committed to developing a course Management System (CMS) called myAE-FUNAI. This is a web-based course environment that allows instructors and students to deliver course materials, submit assignments and tests, view grades, create learning activities, share documents, calendars and sites. Once finalized, myAE-FUNAI will have the capacity to cater for different learning styles and to enhance collaboration between students and communication between students and instructors (teaching staff). It will also facilitate students' subject knowledge, promote deep learning and facilitate(s) group work. Essentially, myAE-FUNAI will be used to complement traditional classroom learning activities in order to enhance the learning experience and satisfaction of AE-FUNAI students.

S/N	Objectives	Activities/Initiatives	Key Performance Indicator	Responsible officer and/or body	Timeline (Years)
1.	Modernization of ICT Infrastructure and facilities on Campus	Provision of high speed internet access on campus	Availability of high speed internet on campus for use by staff and students (24/7)	ICT department	Immediate and continuous
		<p>Setup a robust Student Information Management System (SIMS) software for the management of various student related information such as enrollment, results, finance, timetabling, etc.</p> <p>Setup a world-class virtual learning environment (VLE)</p> <p>Set up university intranet for the university community</p> <p>Equip all teaching rooms for multimedia delivery (computer, AV equipment, LCD projectors, lecture capture, and wireless clip microphone)</p> <p>Install PCs and printers in all staff offices</p> <p>Networking all University PCs to enhance the sharing of files and folders</p> <p>Convert all print forms and policy documents to electronic format</p> <p>Provision of 5 Smart computing labs for students (minimum of 100 pcs in each lab)</p>	Availability of the recommended online platforms and ICT infrastructure	ICT department,	Immediate and continuous

2	Development of ICT Capacity and expertise	Set up an ICT advisory committee with membership from across the University to align technology priorities and policies with institutional goals in a manner that is participative and transparent. Membership of the committee should include the director of ICT, previous Directors of ICT Department and some individuals with experience in the use of ICT and with understanding of institutional needs.	Establishment of ICT Advisory Committee	Vice-Chancellor	November, 2018
		Create opportunities for staff and students to further develop their capacity and skills in the use of digital technology for learning, teaching and research.	Availability of University-wide IT training.	ICT Department, Center for Human Resource Development	Immediate and continuous
4	ICT Support for Research and Innovation	<p>Provide the university community with technology solutions for world-class research in support of pre-eminence by implementation of efficient grant management solutions; expansion of innovative infrastructure and focus on pioneering emerging technologies</p> <p>Continue to increase our capabilities in Scientific computing technologies, including parallel computing, and software Tools such as MATLAB and research Methods such as Network Analysis, Multi-level Modeling, Mixed Methods, and Biostatistics.</p>	ICT platforms provided for archiving and dissemination of scholarly works emanating from the University.	ICT Department	Immediate and continuous

5	Adoption of ICT as a means for Improving Service Delivery	<p>Prepare for a world of expanded digitisation including electronic devices of all forms (Internet of Things) using new ways of IT operations to increase productivity</p> <p>Adopt innovative talent management approaches to recruit and retain top-notch talent</p> <p>Leverage ICT employees' passion and expertise in process improvement frameworks as well as the platform of technology tools that enable efficiencies, such as intelligent business process management</p> <p>Increase use and awareness of technology tools to improve the digital experience, increase self-service and reduce work effort where possible</p> <p>Seek opportunities to use digital assistance, robotic process automation, and machine learning, to scale services for a growing client base</p>	<p>Level and degree of information accessibility/security</p> <p>Percentage of staff and students satisfied with technology services</p> <p>Percentage of support incidents resolved on the first contact with the service desk</p>	Vice-Chancellor, ICT Department,	Immediate and continuous
		<p>Increase digital storage capacity to support AE-FUNAI's library and staff/students email.</p> <p>Establish/simplify data center network in AE-FUNAI.</p> <p>Establish cloud services and network architecture to support cloud and disaster recovery.</p> <p>Transform access to e-library collections with enhanced search platform.</p>	<p>Size and strength of university's information storage capability and network structure.</p> <p>User traffic on the AE-FUNAI website. The presence of AE-FUNAI on major search engines e.g. Google, etc.</p>		

		Leverage central logging and improve security information management capabilities.  Establish an intranet system for internal electronic communications in AE-FUNAI			
6.	Develop ICT Management Policy framework for the University	Develop multi-year ICT strategic investment plan for the University.  Establish an enterprise ICT architecture	Availability of annual ICT investment plan	Vice-Chancellor, ICT Department	Immediate and continuous
		Develop ICT waste management policy framework to align the university with global best practices, and project AE-FUNAI's green university vision.	Implementation of University ICT Waste Management Policy	ICT Department,	Immediate and continuous
7.	ICT Capital Investment Strategy and Management	Develop plan for strategic ICT procurement and vendor management.  Continually analyse existing technologies and retire those that are no longer viable.	Number of technology projects that yield a positive return on investment	Vice-Chancellor, Director, ICT.	Immediate and continuous
		Launch a University-wide administrative data initiative to support decision-making (University Systems Integration).	Availability of robust data management platform	ICT Department	March, 2019

## **Strategic Priority 9**

### **Financial Stability**

The Federal Government of Nigeria has been providing capital and recurrent funds to the University for its operations. The Federal Government has also mandated its universities to step up internal revenue generating mechanisms to ensure financial stability and achieve greater fiscal autonomy. To achieve the University's strategic vision of being recognised among one of the top universities in Africa, AE-FUNAI must increase its financial resources by expanding traditional revenue opportunities; augmenting innovative fundraising models; rethinking delivery of academic, student, and supporting services; and improving the efficiency of administrative services. In particular, AE-FUNAI will augment subvention from Federal government through innovative internally generated revenue measures. The University will grow its revenue base by promoting a culture of philanthropy among staff, students, alumni, and external stakeholders. We will manage our expenses and implement mechanisms to ensure we get value for money

AE-FUNAI will consider expanding students enrolments and will seek to develop new sources of internally generated revenue, for example, by introducing high quality online degree certificate and degree programmes, public –private partnership, etc.

Alongside revenue growth from traditional and new sources, the University will analyse expenditures system wide to assess each unit's contribution to the University's mission. To increase efficiency and reduce costs, the University will, where appropriate, consolidate services or use shared-service models, and consider outsourcing services that do not tie directly back to the University's core missions. Furthermore, AE-FUNAI will review all programmes in terms of effectiveness, quality, and centrality to mission and examine opportunities to reduce overlap of services.

<b>S/N</b>	<b>Objectives</b>	<b>Activities/ Initiatives</b>	<b>Key Performance Indicators</b>	<b>Responsible officer and/or body</b>	<b>Timeline</b>
1.	Design strategies and mechanisms for financial controls and security.	Set up internal controls for a more efficient resource use and accountability	Fraud related activities averted or reported annually.  Level of compliance to requirements of Financial Regulations.	The Bursar The Head of Internal Audit	Immediate and Continuous
2.	Improve the University's IGR profile through public oriented services.	Introducing high value academic programmes, which shall run on part-time basis including Post-graduate Programmes, Diploma and Certificate Programmes. Develop contract courses with government and private sector organizations. Extend high demand PG programmes to distance learning mode.	Percentage increase in Internally Generated Revenue (IGR) per annum based on funds from short courses and programmes.  Number of contract courses developed.	DAP, Dean, PG, Bursar, Director, CES	Immediate and Continuous
3	Explore Entrepreneurial opportunities	Set up University's Business Ventures. Such as: branded Sachet Water Factory, Bakery, Microfinance Bank,	Number of new enterprises established by the university annually.	VC , Bursar, Deans Director, Outlook	Immediate and Continuous

		Agricultural Venture Farms (Poultry, Piggery, Fisheries, amongst others)			
4.	To encourage Financial Planning and Budgetary Procedures	Timely preparation of budget on yearly basis. Strict adherence to budget implementation and compliance monitoring. Adhering strictly to procurement laws.	University budget approval time. Rate of Budget Implementation. Availability of Annual financial budget of University.	VC, Bursar, DAP.	Immediate and Continuous
5.	To maintain the University's Financial Security	To establish University business outfits (e.g. Microfinance Bank, water plant, bakery product, etc.).	Improved Cash flow and Internally Generated Revenue And Public Patronage	Council/Management VC, Bursar, Deans, AE-FUNAI Outlook Limited/University Consultancy Centre	Immediate and Continuous
		To encourage investors to invest in the University on the basis of build-operate- and transfer system as well as legacy facilities in the University to be named after them.	New businesses and increased turnover or revenue. Develop new structures in the Campus	Council/Management, VC, Bursar, Dean, Faculties of Management and Social Sciences/Agriculture	Immediate and Continuous
		Training of staff to attract funds to the University through Research grants,	Number of externally funded activities, research projects, endowments and	VC, Bursar, Chairman, Endowment/Fund raising committee.	Immediate and Continuous

		Development grants, Travel grants etc.	prizes in the University		
		Introduce Work and Study Programme, Sandwich programmes, bespoke training programmes, etc.	Knowledge and Skills acquisition; Impact on host communities and increased revenue to the University	VC, Deans, DAP, Chairman Endowment Fund committee, Director, CES, Director, CEDAMPAT	Immediate and Continuous
6.	Converting research outcomes/innovation into commercial success story- key to attaining a strong and robust financial position by AE-FUNAI	AE-FUNAI to actively engage in research that has potential for commercial exploitation of research outcomes to attract public sector grants.	Increase in new research findings and patronage by the public; Increased research grants	VC, Deans, Directorate of Research and Development	Immediate and Continuous
		To target 'value for money' and 'spend to save' initiatives in order to maximize output from investment and improve financial stability	Increase in the number of research grants attracted by members of staff	VC, Deans, Directorate of Research and Development	Immediate and Continuous
		To develop online postgraduate courses as the demand for online postgraduate courses continues to grow significantly in Nigeria.	The number of online programmes established annually by the University.	VC, Deans, Director, ICT	Immediate and Continuous
		To attract increased grants from government and	The number of external grants attracted to the	VC, Deans, Directorate of Research and	Immediate and Continuous

		international agencies	University annually.	Development, Director, CILAGR	
7.	Financial stability	Introduce business ventures- Block Moulding Industry, Printing Press, Investment of funds in Nigeria Treasury Bills, Bakery, Expansion of the Cafeteria and Catering Services, Expansion of the Bookshop, Establishment of Table Water Industry, Integrated University Farm, Guest Houses, Petroleum Station, Private/Nursery /Primary/Secondary Schools, Housing Estate	Centre for Entrepreneurship and Employability	Council/Management VC, Bursar, Deans, AE-FUNAI Outlook Limited/University Consultancy Centre	Immediate and Continuous

## **Strategic Priority 10**

### **Human Resource Development**

AE-FUNAI vision is to be a world-class university recognised for the delivery of intellectually rigorous cutting-edge research and excellent teaching and learning. The success of this vision hinges largely on the quality of staff - both as individual achievers and collaborative colleagues. Thus, the university's staff is critical to the advancement of our education, research, and service missions. Staff members have substantive support needs, and require an environment that allows for and encourages professional and personal fulfillment. The University is committed to creating opportunities for all staff to develop capacities that will improve and maximize their potential and the satisfaction of mutual expectations of innovation, productivity, personal career development, professional excellence and international recognition.

The University has established the Centre for Human Resource Development to foster Lifelong learning among academic and professional services staff. The Centre is committed to providing generic and specialised world-class training and leadership development that are designed to encourage self-reflection on practices and outputs that positively enhance research, teaching and students learning experiences in the University. The Centre also provides access to a range of learning materials and development activities to support and increase the productivity capacity of staff. The Centre for Human Resource Development will continuously identify areas of needs, design and deliver programmes to address performance gaps and individual and organisational needs.

The University also recognises that motivation and staff engagement are critical to the success of the University due to the importance of the discretionary effort of which staff are capable. Thus, the University is developing a culture in which members of staff are trusted and respected, and the University management style emphasises greater inclusion of staff in decision-making in order to foster leadership development.

<b>S/N</b>	<b>Objectives</b>	<b>Activities/Initiatives</b>	<b>Key Performance Indicator</b>	<b>Responsible Officer and or body</b>	<b>Target date</b>
1	To promote excellence in staff recruitment and provide equal opportunities to all qualified individuals.	<p>Develop a merit-based recruitment strategy that provides equal opportunity to all candidates</p> <p>Conduct job analysis and use information derived to write job descriptions and job specifications for job advert.</p> <p>Employ best graduating students from each department annually.</p>	<p>Evidence of transparent staff recruitment process based on</p> <p>Presence of point-based system for scoring all applicants for any vacancy</p> <p>Percentage of staff recruited from diverse background via formal advertisement of positions and job interview.</p>	Vice-Chancellor Registrar Centre for Human Resource Development	Immediate and continuous
2	To retain highly motivated and disciplined workforce and sustain high productivity	<p>Identify, attract and nurture potential and talent so that the best people want to come to us, and stay with us</p> <p>Ensuring transparent and objective performance evaluation and promotion of staff.</p> <p>Ensuring prompt payment of staff salaries and other entitlements.</p> <p>Introduce award programme to recognise and bring visibility to exceptional performance in research, education and professional service.</p>	Number of events or activities aimed at celebrating the achievements of members of staff.	VC Registrar Deans of Faculty Centre for Human Resource Development	Immediate and continuous

3	To support all staff to develop to their full capacity and skills in alignment with the University's strategic priorities.	<p>To develop a culture of professional development among staff by organising professional development courses for members of staff</p> <p>Sponsorship of staff members for advanced degrees e.g. MSc, PhD, Post-Doctorate &amp; other short-term training programmes within and outside Nigeria</p> <p>Provide financial support to non-teaching staff to attend international training workshop and seminars.</p>	<p>Existence of structured professional development training for all cadre of staff</p> <p>Percentage of staff who participate in national or international training programmes annually.</p> <p>Percentage of staff attending training workshop and seminar annually</p> <p>Number of training and workshops on various aspects of staff capacity organised in a year</p>	<p>Registrar</p> <p>Centre for Human Resource Development</p> <p>Director of Academic Planning</p>	2018-2023
4	To ensure a harmonious working environment and enhance a sense of community in AE-FUNAI	<p>Actively promote awareness of diversity and support a welcoming and inclusive culture.</p> <p>Encourage a workplace environment that reflects our values, where we treat one another with respect and where we act with integrity and professionalism whilst upholding the highest ethical standards.</p> <p>Promote diversity as a social responsibility and proactively identifying and</p>	<p>Number of social events that is organised to promote diversity annually.</p> <p>Responses to staff survey on perception of inclusive environment</p>	<p>Vice-Chancellor, Registrar, Deans, Centre for Human Resources Development, HODs and HOU, Unions (including Student Union</p>	Immediate and continuous

		addressing areas of underrepresentation.  Educate staff to be sensitive in their use of language to eliminate the likelihood of misunderstanding and conflicts.			
5	To organize orientation programme and integrate new members of staff to AE-FUNAI culture	Organise formal orientation for all newly appointed staff  Provide adequate support to make it easier for new members of staff to access services	Number of new staff that are offered opportunity to participate in formal orientation programme	Director, Centre for Human Resource Development  Registry	Immediate and continuous
6.	To Achieve Better Physical and Mental Wellbeing	Installation of various sports equipment on campus to encourage staff and students' engagement in sports activities.  Supporting the establishment, growth of social, and sports clubs in the university.	Number of sporting facilities provided for staff and student  Number of sporting competitions engaged in by staff and students  Number of social and sports club registered in the University	Centre for Human Resource Development  Unions including Students Union Directorate of Sports	Immediate and continuous

**APPENDIX 1**

<b>S/N</b>	<b>Dimension</b>	<b>Membership of</b>
<b>Sub-Committee A</b>		
1	Research	Prof. Akachi Ezigbo – Chair Dr. Chinonso Ejike Dr. Chinyere Nwajiuba Dr. Peter Ebokaiwe Dr. Charles Okolie
2	Teaching and Learning	
3	Outreach and Engagement	
4	Programme Development	
<b>Sub-Committee B</b>		
5	Institutional Effectiveness	Prof. J. Nwankwo – Chair Dr. Onyebuchi Chima Dr. Nnenna Nwosu-Nworuh Engr. Kenneth Adama
6	Internationalization	
7	Environment	
8	Digital Transformation	
<b>Sub-Committee C</b>		
9	Financial Stability	Dr. Lawrence Ogugua – Chair Dr. Martin Itumo Mr. Cornelius Offia Mr. Noble Onukwue Mrs. Clementina Uzoije
10	Human Resources Development	

