



National Open University of Nigeria
Nigeria's premier single mode open and distance learning university

Strategic Plan

2013 – 2017

December, 2012

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We extend our appreciation to all the University planning units and planning centres for enthusiastically embracing the planning process. The draft strategic plans of the university planning units and the planning centres were the valuable building blocks used in the construction of the University-wide final strategic plan.

The Central Working Committee (CWC) that had the onerous duty of managing the University's strategic planning process and drafting the University-wide strategic plan comprised the following persons: Professor Olufemi A. Peters as Chairman, Mr Ukoha O. Igwe, Prof. Vincent B. Ogunlela, Prof. Justus A. Sokefun, Prof. Ibrahim O. Salawu, Mr. Ernest Odeigah, Dr. Madu Galadima, Dr. Olubiyi Adewale, Dr. (Mrs) Saratu B. Dikko-Audu, Dr. (Mrs) Monioluwa O. Olaniyi, Dr. Mande Samaila, Engr. Smart A. Abulu, Mrs. Margaret T. Merari, Ms Tayo Olowola and Mrs Edeama O. Onwuchekwa as members. Mr Kolawole Mosugu was in attendance through-out the planning process. The energy, commitment and enthusiasm of the various drafting sub-committees are lauded. The input of the Principal Officers of the University in providing institutional oversight is also commendable. Last but not least, the effort of all the Deans, Directors, Centre Directors and heads of the many units in the University in effectively coordinating the planning process at unit level is acknowledged.

Prof. Olufemi Peters

Word	Meaning
NOUN	National Open University of Nigeria
ODL	Open and Distance Learning
CWC	Central Working Committee
ICT	Information Communications Technology
NOU	National Open University
NUC	National Universities Commission
DIRD	Directorate of Instructional Resources Development
CETED	Centre for Education Technology and Entrepreneurial Development
NOUNCIL	National Open University of Nigeria Consult and Investment Limited
NYSC	National Youth Service Corps
COL	Commonwealth of Learning
RETRIDAL	Regional Training and Research Institute in Open and Distance learning
UNESCO	United Nations Education and Scientific Cultural Organization
ACDE	African Council for Distance Education
DAP	Directorate of Academic Planning
DVC	Deputy Vice Chancellor
VC	Vice Chancellor
OPP	Outline Programme Proposal
DPP	Detailed Programme Proposal
TETFUND	Tertiary Education Trust Fund
PKI	Public Key Infrastructure
LAN	Local Area Network
WAN	Wide Area Network
LMS	Learning Management Systems
MOODLE	Modular Object Oriented Dynamic Learning Environment
SOE	School of Education
DPDW&S	Directorate of Physical Development, Works & Services
IGNOU	Indira Gandhi National Open University
WCAN	Wide Campus Area Network

MOU	Memorandum of Understanding
SERVICOM	Service Compact
UNISA	University of South Africa
UBEC	Universal Basic Education Commission
NCCE	National Commission for Colleges of Education
NBTE	National Board for Technical Education
CWC	Central Working Committee
IES	Integrated Enterprise Information Systems
UNISA	University of South Africa
IGR	Internally Generated Revenue

PREFACE

BY CHAIRMAN COUNCIL

INSERT PICTURE

A well envisioned Strategic Plan Document for National Open University of Nigeria (NOUN) is sine qua non for repositioning the University for the systematic and timely achievement of its objectives and mission of being the foremost provider of open and distance learning within the ambiance of higher education in Nigeria in order to meet the challenges of the 21st century.

NOUN developed this document through institution wide consultation with the aim to fully use it as a framework for allocating resources, managing resources and accommodating institutional changes and development over the next five years. It is a road map that will guide the University to effectively carry out all activities to ensure efficient implementation of her programmes in the 49 Study Centres located all over the country.

I congratulate the Vice-Chancellor and his Management Team, the Consultant, Chairman and Members of the Strategic Planning Committee for their foresight, dogged determination and commitment to provide the enabling environment for the birth of this invaluable document.

Professor Greg O. Iwu OON
Pro-Chancellor/Chairman of Council

FOREWORD

Add Picture VC FROM THE VICE CHANCELLOR

It is possible...

The idea of a Strategic Plan document for the National Open University of Nigeria on the one hand, is an active response to the call by the National Universities Commission (NUC) to Nigerian universities to embrace strategic planning as a tool for focused development; and on the other, it is a road map for repositioning NOUN for the challenges ahead, as it assiduously works towards the realization of its vision and mission statements.

An institutional Strategic Plan describes the objectives of the institution and how it intends to achieve them. This is applicable to NOUN. Therefore, this document will serve as a guide for the University as it navigates its ways through the roads ahead. As an institution with eyes to the future, we hope to use this Plan to catalyse developments in specific and clearly defined ways, in relation to what is to be done, when it is to be done and the results to be expected.

These past ten years since our resuscitation as a unique university in Nigeria, and indeed in the West African sub-region, have been memorable in many respects. The foundation had been well laid and more than a few institutional structures had also been put up nicely. But this is not the time for chest thumping. As a matter of fact, it is the time to roll up our sleeves and bend down to work. We have a tall dream, our aim is high and we are determined to score a bulls-eye. The popular British poet, Robert Browning dramatizes it for us thus: "This low man goes on adding one to one, his hundred is soon hit; (but) this high man, aiming at a million, misses a unit". However, we don't intend to miss a fraction!

NOUN Strategic Plan 2013 - 2017, no doubt, would have immeasurable benefits for the University. To mention a few, it would help the University to be proactive rather than reactive in shaping its future. It would help it to reposition itself for financial autonomy. It would help it to establish mutually beneficial partnerships with industry and organizations. And of no less importance, it would also help the National Open University of Nigeria to reposition her staff, processes and material resources for optimal performance towards achieving its objectives.

At this juncture, I would like to commend the efforts of our Consultant, Prof. Ignatius I. Uvah and the Strategic Planning Committee for putting together this beautiful and comprehensive Plan for the University. No doubt, you have invested a lot of efforts and time in the production of this Plan. I assure you, the University will not forget your labour of love. One important way of ensuring this is to translate your beautiful efforts into reality through dogged implementation of all you have clearly mapped out as success road to NOUN's mission. If NOUN's goal is to provide functional cost effective flexible learning which adds lifelong value to quality education for all who seek knowledge, this commendable Plan is one practical and sure way to that goal.

While the reality is that this present administration will not be in the saddle forever, it behoves it to initiate and set an altruistic example of governance for the present and coming generations to follow. Therefore, it is the desire of this administration to begin and to continue to focus and direct its energy on all that is good and noble, for by so doing, it will be making a valuable contribution to the attainment of NOUN's objectives in particular, and to solving the society's critical problems in general.

Good thinking, Good product.

Prof. Vincent Ado Tenebe
Vice Chancellor

NOUN MANAGEMENT TEAM

PICTURE OF PRESIDENT? MINISTER? AND CHAIRMAN OF COUNCIL

PICTURE OF PRINCIPAL OFFICERS

EXECUTIVE SUMMARY

The National Open University of Nigeria Strategic Plan 2013-2017 is developed in the quest for providing quality higher education, promoting research and advancing learning through the open and distance learning mode as provided in the University's Act. No. 6 of 1983.

This Strategic Plan seeks to consolidate the development achieved by the University from inception and also to provide an agenda for growth within the Nigerian educational sector by leveraging her competencies to advance good governance, as well as improved financing and human resources development to support her mission. The University's mission is 'to provide functional, cost-effective, flexible and qualitative university education which inculcates lifelong learning for all who seek knowledge'. Over the next five years, the University will intensify its efforts at providing sustainable and flexible learning and repositioning itself as an institution where research, teaching and learning are mutually reinforcing financial sustainability through complimentary financial management policies for resource generation and investment strategy are firmly enshrined.

The goals and objectives of the University over the next five years are premised on the University's core functions of teaching and learning, research, community service, partnerships and collaboration. Similarly, the Strategic Plan has sought to identify and bring to the fore those other functions such as human resources, library services, physical infrastructure & development (including study centres), resource generation (mobilization) & investment financial management, governance and administration which complement and support the smooth operation of the core functions.

To this end, the Strategic Plan will ensure the University:

- a) Provide relevant and qualitative teaching and learning;
- b) Provide and execute efficient delivery of learning materials;
- c) Provide a conducive learning environment;
- d) Cultivate and consolidate sustainable research culture at the National Open University of Nigeria;
- e) Attract research funds for development of NOUN's research agenda; and
- f) Encourage postgraduate training.

The Strategic Plan will also:

- g) Encourage partnerships and collaboration opportunities with all stakeholders for the promotion of education;
- h) Build a robust and scalable Wide-Area Network (WAN) connecting all the study centres and corporate headquarters;
- i) Deploy integrated enterprise information systems (IES) to enhance information flow and organizational activities;
- j) Develop an information security management system and data recovery plan;
- k) Consolidate the deployment of virtual learning environment to enhance learning, evaluation and facilitation;
- l) Review and implement effective ICT policy guidelines;
- m) Leverage on transformational technologies to improve effectiveness of delivering distance learning materials; and
- n) Promote adequate manpower development and ICT skills acquisition.

Realisation of the core functions will be anchored to a comprehensive support structure that focuses on the organisation and management of the operational environment through provision of qualitative and adequate physical infrastructure, ICT and the library, and will also focus on the human resource as a prime resource of the institution. Consequent upon this, and to enhance its performance of the support functions, the University will over the next five years:

- o) Recruit, manage and retain high quality staff ;
- p) Accelerate the development of digital library resources;
- q) Invest in additional physical and virtual library spaces;
- r) Improve systems for finding, retrieving and utilizing scholarly resources;
- s) Develop and promote information and digital literacy.
- t) Provide befitting physical structures at study centres;
- u) Rehabilitate NOUN Headquarters in Lagos;
- v) Rehabilitate the Centre for Educational Technology and Entrepreneurial Development (CETED), Kaduna;
- w) Commence phased development of University land at Jabi, Abuja
- x) Provide Warehouses on zonal basis;
- y) Attain financial sustainability;
- z) Encourage budgeting, budget defence and monitoring;
- aa) Strengthen financial processes and controls;
- bb) Develop and implement policy of risk management and financial control;
- cc) Increase the size and quality of staff in all units and departments and
- dd) Implement a strong governance structure that enhances autonomy, credibility and flexibility.

For purposes of implementation control, and to encourage the implementing units to make the effort required to achieve the objectives and targets enumerated above, the Strategic Plan has an inbuilt mechanism for monitoring compliance by the central authority and the various units of the University. The Strategic Plan has therefore identified key performance indicators which will be used for monitoring and evaluation of its implementation.

PREAMBLE

NOUN in Historical Perspective

Since independence, Nigeria has continued to demonstrate an unwavering commitment to education as a tool for national and personal development, and as an inalienable right of her citizens. The socio-economic dimensions of providing education for all are huge, bearing in mind the large and growing population of the country. It must have occurred to the then administration of Alhaji Shehu Shagari that the ever-growing demand for education by the people could not be adequately met through the traditional face to face classroom instructional delivery alone. It was therefore decided, as a way forward, to also embrace Open and Distance Education. Thus, on 22nd July, 1983 by Act No. 6 of the National Assembly, the National Open University (NOU) was established. However, it was closed down on 25th April, 1984 by the Federal Military Government that overthrew the civilian government of Alhaji Shehu Shagari.

Many years after the closure, the necessitating reasons that informed the earlier establishment of the University still confronted the country. Other reasons that had also emerged included the need to fill the vacuum created by the closure of profit-oriented outreach programmes of many conventional universities in the country; the need for cost effective funding of education, and the need to take advantage of emerging developments in the field of information and communications technology (ICT), which had revolutionised the techniques and methods of instructional deliveries.

In its continued search for an alternative mode of educating all citizens of Nigeria, a National Workshop on Distance Education was jointly organised by the Federal Ministry of Education and the Office of the Special Adviser on Education to the then President, Chief Olusegun Obasanjo in September 2000. The Workshop called for the development and implementation of a National Policy on Open and Distance Education for the country, the use of Open and Distance Learning to train teachers, and the re-establishment of the National Open University. Thus, in 2002, the suspension of National Open University Act No.6 of 1983 was lifted. This paved the way for the resuscitation of the National Open University of Nigeria (NOUN) as we have it today.

Why Develop a Strategic Plan?

In order to remain focused on its mission and critical objectives, entrench itself as an open and distance learning, non-conventional education provider within the mainstream of higher education in Nigeria and meet the challenges of education in the 21st Century and beyond, NOUN decided to develop and implement, through institution-wide consultation, a Strategic Plan critical to its growth and development as the No.1 provider of open and distance education in Nigeria.

It is generally believed that planning is not about the future *per se*, but about understanding the exceptional impact and major consequences that decisions made today may have on the future. NOUN is therefore aware that plans for open and distance learning have long-term commitments, not only at the production and presentation end, but also at the learners' end. A decision to launch a new programme today requires resource provision for the next three to five years in form of materials, space and personnel to supply and support the learners of the programme and its constituent courses.

Development of a good strategic plan is key to ensuring that mandates or missions of an organisation are effectively carried out and that institutional policies are implemented. This plan becomes one of the primary instruments of institutional policy and provides the framework for allocating resources, managing resources, and accommodating institutional change and development over the next five years.

This Strategic Plan focuses on the strategic vision, mission and goals of the University as a whole and its constituent units. Our Strategic Plan therefore, clearly and unambiguously states the nature, types, orientation, and prioritisation of programmes and courses we intend to offer during the plan period, the enrolments we hope to achieve, the resources both human, infrastructural and material required, and the learner support system we hope to deploy to the students.

The NOUN Strategic Plan is seen as a compass guiding the activities of the University and shall be subject to annual and cyclical reviews in accordance with established systems of monitoring and evaluation. This is to ensure that adequate assessment of performance is relative to target; spending is relative to budget and cost effectiveness is made. The monitoring systems include an array of performance indices as contained in the monitoring documents of the respective units and study centres and other indicators as contained in the University Service Charter; financial reporting systems as contained in its financial manuals; internal and external audit of its management and operational processes; and feedbacks from its external scrutiny, notably the assessment and accreditation of its programmes by the National Universities Commission (NUC) and other professional bodies. On the basis of all these, the University community will be invited annually to make an assessment of progress towards the achievement of the strategic aims and targets set out in the University Strategic Plan.

This plan identifies a wide path of development for the University and defines actions for effectively implementing its programmes. Going by the NOUN vision, the focus is on cross-cutting issues that affect schools, study centres, units, directorates and every segment of the University. Realising that the execution of the entire Plan must be carried out by all stakeholders, the Strategic Plan has not placed emphasis on any particular arm of the University.

Previous Strategic Planning Efforts

The first 'strategic plan' for the University came through what is generally referred to as the Blueprint. The Blueprint and Implementation Plan was a document prepared by a Committee set up by the Federal Government to advise on the direction for successful establishment and running of open and distance education in Nigeria. The content of the document served as the implementation directives for the re-establishment of the National Open University of Nigeria. The document details the policy framework of an open and distance learning (ODL) structure, the features

of ODL; the reactivation of the University, the academic programmes to be run and the phased implementation of the policy actions for the University. However, not long after the commencement of academic operations in the University, a new Committee was set up in 2004 to prepare the Strategic Plan for the University from 2005 to 2010. This produced an unpublished draft which served as the first source of information for the present activity.

Approach to the Present Task

The process of the Strategic Plan was set in motion by Professor Vincent Ado Tenebe, the Vice-Chancellor of the National Open University of Nigeria, in April, 2012 with the appointment of Professor Ignatius I. Uvah as Consultant to the project. Professor Uvah was until recently, the Deputy Executive Secretary at the National Universities Commission, Abuja after being for many years, the Director, Academic Planning in the Commission. He was also a member of the Governing Council of the National Open University of Nigeria from 2006 to 2011.

Thereafter, the Vice-Chancellor inaugurated a 14-person Central Working Committee (CWC) headed by Professor Olufemi Peters. At the inaugural meeting, the Vice Chancellor explained the task he was assigning to the Committee and outlined Management's vision for the University. He informed the Committee about where he believed the University should be in the next 5 years and asked the question about how the University would get there, and how the University could remain focused and follows its envisioned pathway. The Vice-Chancellor told the Committee that his aim was to begin a planning process to develop a pathway which would serve as a guide to making sound decisions and implementing them in the university. He therefore directed that the Committee's assignment was to prepare directions and focus for NOUN in the long term, not minding the budgetary constraints. There was, from the outset, anxiety about setting goals and garnering the resources for realization of the goals. He charged the committee to set very clear goals and specify the strategies for realising them to ensure that NOUN becomes one of the strongest ODL universities in Africa. The Committee headed by Prof. Olufemi Peters was made up of representatives from all the Units in the University, thus demonstrating from inception the importance of every unit's contribution to the overall success of the University's Strategic Plan. The first major task of the Committee was the organisation of a sensitisation workshop on strategic planning for the top management of the University by the Consultant where invited experts directed the attention of the participants to the project at hand. Thereafter, the CWC gathered ideas and inputs from the following sources: content from papers presented at the Strategic Planning Sensitization Workshop, an unpublished draft on 'Strategic and Operational Plan; An Agenda for Development for 2005-2010' which the University previously had; the strategic plan documents of all schools; units; study centres; and directorates in the University, Strategic Plans for Cornell University and Rutgers (the state university of New Jersey).

The assignment was centred on the following questions:

1. Who are we?
2. Where are we going?

3. How do we get there?
4. How do we know when we have got there?

The first question of who we are, that is, the identity of NOUN, is addressed in the section under Preamble. The second question of where we are going is addressed in sections describing the University's Current Status and anticipated trends as well as the University's strategic commitments. The third question of how do we get there, is addressed in section describing our strategic initiatives and actions. Finally, the fourth question on how we will know when we have got there, is addressed in the section describing its implementation, monitoring and evaluation.

The Strategic Planning Committee started meeting in late April 2012. The Committee also realized that the strength of NOUN lies in the study centres but the overall success and reputation of NOUN does not lie solely in the strength of the study centres but on *how* the study centres make use of their relationship with the other arms of the university and with local communities in which they are located. Collation of data was therefore in three (3) volumes as follows: first, every Unit submitted its Strategic Plan, secondly, all the Units were grouped under 11 Planning Centres, each of which also submitted the integrated plans of its constituent units; and thirdly, the final integrated Strategic Plan for the University.

Organization of the Plan

The Plan has been arranged under four sections. Sections II and III set up the context for the Strategic Plan confirming NOUN's commitment to ensuring qualitative education for all and proffering solutions to changes and challenges in the future. Section IV states specific objectives and actions within the orbit of goals in education, research and public engagement. Section V presents strategic actions of her core functions planned for the next 5years for NOUN. Section VI considers issues on the strategic action plans for those functions considered as support functions to the University's mandates. Section VII describes the approach of financing the planned course of actions and the evaluation and monitoring of specific indicators of the plan. The Plan concludes in section VIII.

THE UNIVERSITY'S CURRENT STATUS AND ANTICIPATED TRENDS

The University

The National Open University of Nigeria (NOUN) is the only single mode ODL University in Nigeria with wide coverage, providing quality education that is accessible to all without barriers

The Administrative Structure

The NOUN Headquarters situated at 14/16 Ahmadu Bello Way, Victoria Island, Lagos houses most of the administrative machinery of the University comprising the offices of the Vice Chancellor, the Principal Officers, the schools and other academic units through which the

academic programmes are delivered. All the directorates of the University are also situated there except the Directorate of Instructional Resources Development (DIRD), which is located in Kaduna.

The University has a Liaison Office situated at 5, Dar-es-Salam Street, Wuse II, Abuja which liaises with all government agencies within the Federal Capital Territory.

The Centre for Educational Technology and Entrepreneurial Development (CETED) situated along Zaria-Kaduna Expressway, Kaduna houses the DIRD, the multi-media development unit of the University designed to facilitate the preparation and delivery of instructional materials. Besides this, CETED also houses the Kaduna Study Centre, the Central Warehouse of the University, and the National Open University of Nigeria Consultancy and Investment Limited (NOUNCIL), the entrepreneurial commercial firm of the University.

The University has 49 study centres across the six geopolitical zones of the country; thirty five of which are situated in the different state capitals; nine are special study centres catering for needs of some specific segments of the society, such as the military and paramilitary formations; and five are community study centres. The study centres are the main loci of student learning activities at NOUN where the federal presence is being articulated.

Student Enrolment and Projections

The attractiveness of NOUN as a University of choice for some candidates seeking admission may be attributed to:

1. Flexibility of study;
2. The provision for students to enrol without leaving their jobs or family responsibilities;
3. The wide variety of the academic programmes available to choose from; and
4. The cost of studying is cheaper than other universities,

The student population at NOUN has not risen astronomically as projected at inception of the University. From the first set of 10,000 students registered in 2004, the University's cumulative student enrolment has gradually increased to 58,176 by 2012. This marginal increase in students' enrolment could be due to the following:

1. Poor perception in the mind of the populace about labour market acceptance of the ODL programme.
2. Non-accreditation of any of the programmes by the National Universities Commission (NUC) for a long time.
3. Non-convocation of graduating students.
4. Inadequacy of course materials.
5. Inadequate advocacy/awareness creation by both the study centres and the University.
6. Perceived non-participation of the University in the National Youth Service Corps (NYSC) Scheme.

7. Uncertainty about participation in Law School after graduation.
8. Irregular provision of facilitation at the study centres; and.
9. Inconsistent academic calendar and non- or late release of semester examination results.

The University under the present administration has instituted measures to address some of these challenges. For instance, the University now has a steady academic calendar; has embarked on advocacy drive including the wearing of branded University clothing items every Wednesday of the week; almost completed the development of course materials for all programmes which are either available in print form or on the University’s website. Perhaps the greatest attempt at solving these issues is the University’s huge success in the accreditation of its programmes by NUC and its advanced state of readiness to convoke her first set of undergraduates by the end of the year 2012. These two successes will greatly enhance the student admission profile of the University which is projected in Table 1 below.

Table 1: A five-year student enrolment projection

Year	Academic Session	Annual Students’ Enrolment	
		Admitted	Registered
Year 0	2011/2012	35,963	28,943
Year 1	2012/2013	37,511	37,350
Year 2	2013/2014	39,242	39,060
Year 3	2014/2015	44,608	42,589
Year 4	2015/2016	49,157	47,996
Year 5	2016/2017	55,705	50,888

Staffing and Projections

From a staff strength of 219 at the inception of the University in 2003, the total number of full time staff now stands at 1103 which comprises management, academic, administrative, counselling and other support staff. This staff strength made up of staff at the Lagos headquarters, CETED, Abuja Office and 49 study centres, excludes part time staff used as instructional facilitators, which stands at 597 at the moment. The University manpower projection for 2013 – 2017 is reflected in Table 2 below.-

Table 2: A five-year staffing projection

	Year	Full Staff Profile		Flexible-Time Staff Profile
		Academic	Non Academic	Facilitators

Year 0	2011/2012	242	861	597
Year 1	2012/2013	290	1033	823
Year 2	2013/2014	340	1209	850
Year 3	2014/2015	387	1379	876
Year 4	2015/2016	430	1530	902
Year 5	2016/2017	464	1652	925

The major challenges on staff strength are:

1. Uncertainty of job schedules
2. Accommodation and transportation
3. Non-participation in unionism
4. Perception by academics that the university is education discipline biased.

The University's Current Infrastructures and Projections

The National Open University of Nigeria (NOUN) has progressively acquired physical infrastructures and facilities from inception to date.

- The 12-storey edifice and other structures at 14/16 Ahmadu Bello Way, Victoria Island, Lagos.
- An 8-storey building at No 40, McCarthy Street, Onikan Lagos, which will offer additional office space and house the Lagos Study Centre.
- A 4-storey building at 5, Dar es Salaam Crescent Central Business District, Wuse 2 that houses both the Planning/Liaison Office and the Abuja Study Centre.
- The Abuja NOUN Model Study Centre along Kubwa Expressway, Abuja.
- A 20-hectares parcel of land at Jabi, Abuja intended to be developed as NOUN headquarters.
- The Centre for Educational Technology and Entrepreneurial Development (CETED), Km 4 Kaduna-Zaria Expressway houses the Kaduna Study Centre, the DIRD, Central Warehouse, NOUN staff schools and NOUNCIL (guest houses, table water plant, University farm etc).
- 49 study centres across the country including Special Study Centres for the Prisons at Kirikiri, Enugu, Port-Harcourt; for the Army at Sobi, Ilorin; for the Navy at Quorra, Apapa; for the Airforce at the Airforce Base, Kawo, Kaduna; for the Immigration Services and National Security Defence Corps both at Abuja; as well as five (5) Community Study Centres.

The NOUN's goal is to have a study centre in each of the 774 Local Government Areas of Nigeria.

Academic and Non-Academic Units

The University has six Schools and four academic units where academic activities take place. These are:

1. School of Arts and Social Sciences
2. School of Education
3. School of Management Sciences
4. School of Science and Technology
5. School of Law
6. School of Postgraduate Studies
7. Access and General Studies Unit
8. Centre for Lifelong Learning & Workplace Training
9. Regional Training and Research Institute for Open and Distance Learning
10. Centre for Educational Technology and Entrepreneurial Development

There are plans to establish two other Schools, the **School of Agricultural Sciences** and the **School of Health Sciences** pending the approval of the National Universities Commission, Abuja, bringing the number of Schools (faculties) to 8. It is envisaged that as the demands for academic programmes grow, there would be further attempts at excising related programmes from the existing schools to form new schools.

The above listed academic units are supported by the following administrative and professional units:

1. Office of the Vice Chancellor, which comprises the following units: Media and Information, Protocol, Legal, Internal Audit and Procurement.
2. Academic Planning
3. Information & Communications Technology
4. Registry
5. Bursary
6. Learner Support Services
7. Examinations & Assessments
8. Physical Development, Works and Services
9. Library/ Learning Resource Centre
10. Students Industrial Work Experience Scheme
11. Instructional Resources Development
12. NOUNCIL (A Consultancy and investment arm of the University)
13. University Clinic

International Development Partners

NOUN has established certain relationships which have proved helpful. One of such relationships is with the Commonwealth of Learning (COL) through which the COL selected NOUN to host the Regional Training and Research Institute in Open and Distance Learning (RETRIDAL) on its behalf. The United Nations Education and Scientific Cultural Organisation (UNESCO) and the African Council for Distance Education (ACDE) are other collaborating bodies that have established a professorial chair in Open and Distance Learning and a Quality Assurance Agency at NOUN, respectively.

Linkages and Collaboration

NOUN maintains linkages and collaborations at both national and international levels. At the national level, working relationships are maintained with NUC, NBTE, NCCE, UBE and TETFund. NOUN has also signed memorandums of understanding with a number of institutions including the Federal University of Technology, Minna, the Institute of Chartered Accountants of Nigeria and the Administrative Staff College of Nigeria (ASCON). It is believed that with the high degree of success recorded at the recently concluded accreditation exercise carried out by the Nigeria Universities Commission (NUC), more collaborative activities will occur.

At the international level, NOUN maintains linkages with many open and distance learning institutions including the Open University of the United Kingdom (OUK), the Open University of Hong Kong (OUHK), the Indira Gandhi National Open University (IGNOU) of India, University of Southern Queensland (USQ) of Australia, the International Council for Distance Education and the recently inaugurated African Council for Distance Education (ACDE) whose quality assurance unit is hosted by the university. As the University grows and more programmes are included in its offerings, other linkages will be explored for a variety of relationships for the benefit of both its students and staff.

THE UNIVERSITY'S STRATEGIC COMMITMENTS

Vision Statement

To be regarded as the **foremost** University providing highly accessible and enhanced quality education anchored by **social justice, equity, equality and national cohesion** through a comprehensive reach that transcends all barriers.

Mission Statement

To provide functional, cost-effective, flexible learning which adds lifelong value to quality education for all who seek knowledge.

Our Core Values

The following set of core values guide the practice of ODL at NOUN and distinguish the University as a higher institution with a unique niche and a clientele different from all other universities in Nigeria:

1. Premium on Acquisition of Knowledge

We believe that education is the most important instrument of change in any society and that any fundamental change in the intellectual and social outlook of any society has to be preceded by an educational revolution.

2. Equity and Equality

We value the need to ensure that there are equal and adequate educational opportunities for all and therefore maintain an open door admission policy and flexible delivery of instruction. In consonance with the United Nations Human Rights principles, we believe that everybody should have equal rights to education without prejudice to their circumstances of birth, geography, history, social or economic standing in an equitable manner. We ensure as much as possible that all zones, communities and individuals in Nigeria achieve equality in the facilities and services provided by the University to facilitate and support learning.

3. Accessibility

We are open to all segments, communities and individuals in our society and committed to improving their circumstances through education. In particular, we are poised to reaching those who are disadvantaged and marginalized. This is evident in the University locating its study centres close to where the students reside or work in the following three categories: the state, the community-based and the special (prison, paramilitary agencies and military units) study centres.

4. Learner-Centred Approach

We adopt a learner-driven and student-centred approach to the provision of instruction and use all facilities put in place by the University to support self-learning. One challenge that distance learners face is that of overcoming the distance from the institution and how to make up for the isolation of studying away from any form of interaction with the institution, staff and other students. This is the reason why Open Universities the world- over embark on extensive learner support services to remedy these shortcomings. NOUN has established a Learner Support Services Directorate which has an array of competent and complementary staff, in addition to the 49 study centres across the nation. These study centres are manned by competent staff made up of Centre Directors, Student Counsellors, Tutorial Facilitators, finance staff, ICT staff and Librarians.

5. Flexibility

We are committed to flexible approaches to instructional delivery and study while offering the opportunity to learn through the distance from all kinds of environment using one or a combination of delivery modes appropriate to the learning situation, content and context. The provision of access programmes for those who wish to enhance their academic readiness for degree programmes is an example of flexible routes provided by the University.

6. Partnership

We promote collaboration and partnership with both local and foreign institutions, organizations and agencies in order to foster team work, sharing of ideas and resources and develop professionalism.

7. Human Capacity Development

We recognise that well-trained, motivated and committed staff are our key assets and are therefore committed to their continuous professional development and the provision of necessary welfare and reward to engender loyalty and hard work.

8. Integrity

We espouse strong adherence to moral and ethical principles in the provision and evaluation of instruction rooted in honesty of purpose.

9. Affordability

NOUN has made it its core business to address the issue of financial barriers by allowing students to pay as they read and by providing the cost of materials and other services at cost recovery basis.

10. Multi-Modal Instruction System

The overriding core value that informed NOUN's choice of delivery methods is that the best way to reach a learner is to use the technology that the learner is already familiar with or can be made easily available to him/her. As a result of this, NOUN makes use of a multi-modal instructional system, which takes cognizance of the local environment, and consists of a variety of such media and technologies as audio, video, radio, television, computers, VCD, DVD, CD-ROMs, and the Internet (web-based instruction).

Strategic Aims and Objectives

The National Open University of Nigeria aims to entrench the values and advantages of open and distance learning and establish NOUN within the mainstream of higher education as the first and one-stop solution to flexible learning when prospective students opt for the non-conventional mode of higher education study.

NOUN aims to use all its programmes to assist in the poverty alleviation strategies of government, enhance learners' opportunities for self-created employment, narrow the gulf of educational opportunities geographically, socially and economically, create a literate and informed society and promote technological literacy especially amongst the youth and rural communities.

In addition, NOUN aims to be regarded as the leading provider of continuing education through short courses and specialised programmes and its lifelong education and workplace training programmes in order to contribute to achievement of the national goal of education for all and to development in the non-formal education sector.

To this end, we aim to strengthen the position of NOUN, nationally and internationally, in supported open and distance learning across sectors, levels, careers and occupations, whether in full-time or flexible mode, and in particular to:

- a) Create awareness and stimulate the demand for studying through the supported open learning provisions at NOUN;
- b) Pay special attention to the needs of and encourage active learning at NOUN by the marginalised, underprivileged, unreached and disadvantaged groups in the local communities in their pursuit of learning;
- c) Enable and support independent learners in achieving their learning objectives and attaining their full potentials and to confer appropriate credits and awards upon successful completion;
- d) Provide high quality learning materials and opportunities using the most appropriate, relevant and cost-effective learning and instructional media and technologies and support services and continually seek to improve the quality of our courses and services;
- e) Collaborate with institutions and organizations within the West African sub-region for training and development in ODL through the activities of Regional Training and Research Institute for Open and Distance Learning (RETRIDAL); and enhance the growth and development of NOUN and its staff through partnerships with International Development Partners and professional organizations and other open and distance institutions worldwide such as COL, UNESCO, ACDE, UNISA, IGNOU, among others;
- f) Develop materials suitable for international students beginning with West Africa through the African region to the rest of the world in keeping with the trend in cross-border education and the need for NOUN to have an international presence in ODL;
- g) Institute and nurture an ODL research culture at NOUN, engage in purposeful, contemporary research and scholarship that affect daily operations of ODL at NOUN and, disseminate the research results that will launch NOUN as a research oriented open university;
- h) Maintain a financially sound and stable institution through the attraction of funds from government and agencies (external and internal), required to realise all the critical objectives of the University;
- i) Sustain and increase the professional development of staff to meet the needs of an emerging open university to deliver quality education through flexible learning; and

- j) Ensure that learners have value for their investment in all our services as contained in the service delivery charter of NOUN.

Strategic Focus Statements

The National Open University of Nigeria is a comprehensive, open learning and distance education institution, which, in response to the diverse needs of society will:

- a) Provide general academic and career-focused learning opportunities underpinned by principles of lifelong learning, flexibility and student-centredness.
- b) Undertake research and knowledge development guided by integrity, quality and vigour.
- c) Cultivate and promote institutional ethics, intellectual ethos and educational experiences that are conducive to critical discourse, intellectual curiosity and tolerance; and contribute to good and responsible society by graduating individuals of sound character and versatile ability.
- d) Provide wider access to education generally but specifically university education in Nigeria.
- e) Provide instructional resources via an intensive use of information and communications technology; and
- f) Provide flexible and qualitative education.

SITUATION ANALYSIS

Currently, NOUN is the only single mode University effectively providing open and distance learning (ODL) in the country and the West Africa sub-region. It has a vast market reach which is complementary, rather than competitive for the expansion of her student base. A review of the system will briefly reveal the activities of the institution.

1. STRENGTHS

1.1 Cost-Effectiveness

NOUN effectively leverages on the inherent economies of scale it derives from its large student population which is geographically dispersed over the 36 states of the federation and the Federal Capital Territory to deliver programmes that are very affordable. NOUN also has considerable competitive advantage in its sterling infrastructural, human and intellectual capital for investment in innovation and development.

1.2 Collaboration and Partnerships

There is an increasing rate of collaboration and partnerships with as well as accreditation from the community of ODL institutions nationwide and world-wide, with unequivocal acceptance of NOUN programmes through interest in partnering with the University.

1.3 Academic Programmes

The University has a well-structured array of programmes covering most areas of human endeavour in the country some of which are not currently on offer at other Nigerian universities.

1.4 Staff, Capacities and Resources

NOUN has the capacity to achieve synergies across its resource base that enables it to harness a critical mass of high-quality staff, reduce costs and take advantage of economies of scale. It also has the capacity to develop new programmes that are responsive to current and immediate needs of the Nigerian society. The University also has the capacity to develop and provide a range of interdisciplinary and multidisciplinary programmes as a pre-requisite for meeting the needs of high level human capacity in professional, governmental and public service spheres.

2. WEAKNESSES

Although NOUN has a solid foundation for running the ODL system with diverse opportunities for staff and students, there are still a number of constraints militating against it, both internally and externally. These are discussed in the next few sections.

2.1 Societal Pessimism

Some Nigerians still have doubts about the viability and sustainability of the NOUN project. They believe the institution might one day suffer the fate that consumed it when the University was first established in 1983 before it was later resuscitated in 2002.

2.2 Poor Work Ethics

The average staff member of NOUN still bemoans the volume of work they have to do and which always comes with incredible deadlines. This has often brought very low, the morale of the staff. The various appeals from the University management to make staff imbibe the contemporary “multi-task official approach” necessitated by the global trends in new technology have not been very effective. Hence, there is this constant complaint of work overload by staff. This is a major challenge that may adversely affect productivity if not well-handled. The civil service mentality of compelling academics to strictly come to work between the hours of 8am and 4pm is also a challenge to the system.

2.3 Paucity of Funds

Paucity of funds has sometimes led to providers withdrawing further services sorely needed by the University for its work.

2.4 Human Resources

Due to the relatively new and evolving nature of the ODL system a lot of manpower is involved in Nigeria, most of the staff employed in the university do not have the requisite skills to work in an ODL environment. This calls for serious manpower development through capacity building opportunities such as seminars, training workshops, and postgraduate training; etc. This requires a lot of funds and human resources management. Focus should be on the location of operations all over the country which poses manpower, management and logistics challenges.

2.5 Research

Research is a very major challenge facing the University. The heavy workload and official routine make it practically impossible for any committed or “work-friendly” staff to be research-active. Hence, the research output of NOUN academic staff is relatively lower than those of their contemporaries in conventional universities nationwide. This low research output not only impacts adversely on the funding of the University accruable from research funding bodies.

2.6 Accountability and Performance

The University needs to, as a matter of urgency, inculcate in all its staff and stakeholders the spirit of accountability and evaluation. It is imperative for everyone to account for work done within the month, expenditures incurred on behalf of the University and even responsibilities planned for. An air of laxity and nonchalance on the part of some staff tends to stall the attainment of University’s goals and objectives. Management is thus, challenged with the great task of sifting core academics from the mere civil servants amongst the University staff.

2.7 Size and Dynamism

The current size of the University, with about 58,000 students and a large chunk of her workforce, spread across 49 study centres all over the federation; and the geometrical rate at which her admissions are increasing, make it difficult to match effective management with the demands of the beneficiaries. Therefore, effective articulation of resource allocation, accurate and timely planning vis-à-vis the complex nature of NOUN is a major challenge.

2.8 Infrastructural Status and Growth

The University’s current infrastructure may have been ordered and acquired based on the projections made for serving a far smaller body of students and staff. The current trend in the University’s student and staff growth and the complexity of its operations make it imperative to put a plan in place for the logistic problems that will most likely erupt due to this imminent surge especially at peak periods of: registration, examination and students’ assessments and for staff offices, especially at the HQ in Lagos. Our resources thus, need to be expanded commensurately and sustainably.

2.9 Fluctuating Economic Conditions

Being currently solely funded by the Federal Government, it is difficult to get the subvention for running the University to be commensurate to the rate of inflation. Meanwhile, our programmes are tuition-free. The global inflationary trends and fluctuating economy in the country definitely take their tolls on various aspects of our operations especially in terms of the affordability of our programmes by the really “down-trodden” to which our vision and mission statements are most paramount. NOUN really has to go the extra-mile to curtail this ugly financial problem. These call for an outward search for a “third stream” income to allow the University carry out her operational responsibilities. How this will be accomplished is another challenge.

3. OPPORTUNITIES

3.1 Revenue Generation

There is increasing rate of awareness of NOUN’s open and distance learning system of teaching and learning as a result of the 95% success rate in the recently concluded accreditation exercise of NOUN’s academic programmes. This has resulted in a great surge in candidates’ application for admission. Very soon, the student population will be expected to surge from the current annual intake of about 12,000 to about annual intake of 50,000 in 5years time. From this, it is expected that the University will be able to internally generate additional resources. In addition, the efforts at the current development of an integrated strategic plan has brought into focus the need for NOUNCIL to broaden its scope of generating more funds from its projected expanded activities across all the centres of the University.

3.2 Alumni

The current situation is that NOUN has only graduated students at the postgraduate level and is yet to convoke her first set of undergraduate students. Yet, it is obvious that the alumni base of the University will hold a host of desirable and eminent personalities in the society, who will be potential donors to the NOUN fund and cause. Our students cut across personalities such as Heads of States, State Governors, eminent traditional rulers, honourable members of the upper and lower Houses, professionals in the different fields of endeavours, professors in the academia and the like.

3.3 Information and Communications Technology (ICT)

NOUN has deployed well-articulated software applications some of which have been deployed to execute all its main operations including examinations and assessments, student registration and payments, making it easy to properly coordinate student and staff activities all over the country. Of note is the use of multimedia for her instructional materials. The ICT directorate has a crop of highly qualified staff that ensure that systems are frequently upgraded and maintained. The deployment of ICT has made the academic and administrative functions most

effective. It has also helped the staff to further develop themselves technologically and academically as the ICT systems encourage the search into new grounds.

3.4 International Relations/Partnerships

NOUN frequently harnesses the various opportunities for collaboration on the international scene. Staff members attend international workshops, seminars and undergo trainings at the UK, South Africa, India, Hong Kong, Ghana, and Jamaica etc. These partnerships and collaborations ensure a healthy exchange of programmes and staff, donation of requisite infrastructure and improvements in multi and interdisciplinary approaches to instructional delivery and research.

3.5 Diverse Students' Profile

NOUN's motto of "Work and Learn" makes it obvious that her primary targets of student population are adults who did not have the opportunity of receiving university education at youth. However, the problem of getting university admission through the Joint Admission and Matriculation Board (JAMB) due to inadequate spaces at the face-to-face universities has greatly increased the desire of Nigerian youths for the ODL system. There is equally the need for short-term vocational programmes devoted to people who wish to use them as pass time, and for some others who need the knowledge so as to be meaningfully occupied during their retirement. More importantly, the NOUN "Access Programmes" further provides opportunity to enrol another category of persons who have a few 'O' Level deficiencies and prepares them for entry into the relevant degree programmes. Opportunities exist to respond to the diverse needs of these different market segments, especially in providing our students with different vocational, professional and cognitive skills through our Centre for Lifelong Learning and Workplace Training.

4. THREATS

4.1 Competition from Dual Mode Institutions

The search for extra funding by conventional universities and the improved access to technology for online instructional delivery has created competitiveness amongst the conventional universities in the country. This will certainly eat into the target population of the University.

4.2 Students' Profile

NOUN has a student base of very prominent personalities in the country as mentioned earlier on under Alumni. Besides, our students have been regularly advised to ask questions, make contact through phone calls or visit the administrative and academic arms of the University whenever they feel dissatisfied with our services. There is a high tendency for our students taking legal actions against the institution when they do not get the best from the system. This may not augur well for the University.

4.3 Misinformation

A lot of wrong information is being peddled regarding the establishment, existence and the operations of NOUN. Many Nigerians still believe that the institution has not yet come to stay; others insist that it is an all part - time programme and so, suspect that NOUN graduates will not be qualified to undergo the National Youth Service Corps (NYSC) scheme. Others believe that the institution cannot be sustained, especially in terms of the high level of quality assurance it requires but like the other institutions of higher learning, its good vision could be bastardised by the Nigerian “quota system”. All these insinuations cast a lot of aspersions on the institution and will most likely threaten its survival as her target students are likely to have double minds about the continued existence of the University.

4.4 The ODL Mode of Delivery

The peculiar mode of ODL system which encourages students to study at their convenience may discourage young prospective students who may prefer the face-to-face mode and live on the university campuses while their programmes lasted.

4.5 Societal Perception of ODL Programmes

Due to the poor implementation of the ODL system by some universities prior to the resuscitation of NOUN, the society seems to have a poor impression of the whole concept. So much so that the students do not want to identify with the degrees they obtain. This is a serious threat to the vision of NOUN.

STRATEGIC INITIATIVES AND ACTION PLANS

CORE AND SUPPORT FUNCTIONS

An Overview

The National Open University Act No. 6 of 1983 statutorily makes provision for, amongst others, Governance and Administration through Headquarters, Regional Offices and Study Centres; and academic delivery through Schools, Institutes and other teaching and research units. The *raison d'être* of the National Open University of Nigeria is the academic programmes and their operations. Specifically, its mandate is to create opportunity for more Nigerians to learn and educate themselves wherever they are domicile and without any social hindrance. The Blueprint and Implementation Plan for the National Open and Distance Learning Programmes recognizes Schools and Research Centres as the Academic units of NOUN. Consequently, the University's core functions are identified as those roles and operational activities in the mainstream of the delivery of education, while support functions are considered as those roles that complement and strengthen the smooth operation of the core functions. In identifying out these core initiatives, it is important to note that the University under the present vice Chancellor is making great efforts in many of these areas with significant successes in them. Nevertheless, it is important that a University set its path to a structured path in order to achieve further greatness. Consequently, four core and six support functions were identified as follows:

Core Functions

1. Teaching and Learning
2. Research
3. Community Service, Partnership & Collaboration
4. ICT-driven ODL

Support Functions

1. Human Resources
2. Library Services
3. Physical Infrastructure & Planning (including Study Centres)
4. Resource Generation & Investment
5. Financial Management
6. Governance and Administration

THE OVERVIEW

In this section, the strategic goals under the identified core function of the university are presented.

1. Teaching and Learning

The strategic goals of the teaching and learning function are to:

- a) Provide relevant and qualitative teaching and learning;
- b) Provide and execute an efficient delivery mechanism of learning materials; and
- c) Provide conducive learning environment.

2. Innovative Research and Scholarship for Development

The research function is tagged 'Innovative Research and Scholarship for Development' and the strategic goals are to:

- a) Cultivate and consolidate sustainable research culture at the National Open University of Nigeria;
- b) Attract research funding for development of NOUN's research agenda tailored towards national development; and
- c) Encourage postgraduate training.

3. Community Service, Partnership & Collaboration

The strategic goal of community service, partnership and collaboration function is to create an enabling environment for partnership and collaboration opportunities in the promotion of the teaching-learning process.

4. Information Communications Technology-Driven ODL

The strategic goals of an ICT-driven ODL are to:

- a) Build a robust and scalable wide area network (WCAN) connecting all study centres and corporate headquarters;
- b) Deploy integrated enterprise information systems (IES) to enhance information flow and organizational activities;
- c) Develop an information security management system and data recovery plan;
- d) Consolidate the deployment of virtual learning environment to enhance learning, evaluation and facilitation;
- e) Review and implement effective ICT policy guidelines;
- f) Leverage on transformational technologies to improve effectiveness of delivering distance learning content; and
- g) Promote adequate manpower development and ICT skills acquisition.

5. Human Resource

The strategic goal of the human resource function is to recruit, manage and retain high quality staff.

6. Library Services

The strategic goals of library services are to:

- a) Accelerate the development of digital library resources;
- b) Invest in physical and virtual library spaces;
- c) Improve systems for finding, retrieving and utilizing scholarly resources; and
- d) Develop and promote and develop information and digital literacy for learners.

7. Physical Infrastructure and Planning

The strategic goals of physical infrastructure and planning are to:

- a) Provide befitting physical structures at the study centres;
- b) Rehabilitate NOUN headquarters;
- c) Rehabilitate the Centre for Educational Technology and Entrepreneurial Development;

- d) Develop the university land at Jabi in Abuja; and
- e) Provide warehouses on zonal basis.

8. Resource Generation and Investment

The strategic goal of the resource generation function is to attain financial sustainability

9. Financial Management

The strategic goals of financial management are to:

- a) Encourage budgeting, budget defence and monitoring;
- b) Strengthen financial processes and controls and eliminate bottle-necks; and
- c) Develop and implement policy of risk management and financial control relating to University asset and cash safeguard.

10. Governance and Administration

The strategic goals of governance and administration are to:

- a) Increase the number and quality of staff in all units and departments; and
- b) Implement a strong governance structure that enhances autonomy, credibility and flexibility.

Strategic Goals and Action Plans

TEACHING AND LEARNING

Introduction

The core functions of any educational institution are teaching, learning and research. The National Open University of Nigeria plans in the next 5 years to become excellent in the teaching and learning core function by systematically minimizing all the weaknesses identified in the system while maximizing her strengths. Teaching and learning at the National Open University of Nigeria should be of little social encumbrance reflecting the deliberate and concerted effort at providing qualitative education brought about by unhindered interaction between the university, the students and the community.

Strategic Goals and Action Plans

Goal 1: Provision of Relevant and Qualitative Teaching and Learning

Rationale: *To meet the core mandate of provision of education to her students, the university must provide relevant and development-driven academic programmes which are run by strongly committed and dedicated teaching and non teaching staff in order to be competitive in the global workplace environments.*

Action Plans

- a) Review and update existing academic programmes to ensure relevance
- b) Review all existing course materials
- c) Embark on new but strategically important programmes for national development
- d) Provide an environment conducive for both staff and learners
- e) Attract, recruit and retain quality academic staff in all programmes
- f) Institute collaborative and joint curriculum development with local and international academic/ research institutions
- g) Develop an effective student support model
- h) Develop effective online facilitation
- i) Offer Counselling services to all students

Goal 2: Provide and Execute an Efficient Delivery Mechanism of Learning Materials

Rationale: *In the absence of face-to-face interaction with the teacher, it is imperative that the University must be able to provide all learning contents required in all programmes in the University wherever the students are domiciled and whenever it is demanded.*

Action Plans

- a) Provide all course materials in print mode
- b) Create an effective and efficient distribution network
- c) Automate Warehouses

Goal 3: Provide Conducive Learning Environment

Rationale: *Since the students are expected to learn on their own, the university has to encourage this learning process by providing an enabling and ICT-driven environment with the requisite and supporting physical facilities wherein the learning process can be encouraged, sustained and evaluated.*

Action Plans

- a) Provide Innovative computer-mediated learning platforms in all study centres
- b) Equip all study centres with highly interactive modern multimedia presentation facilities
- c) Provide adequate physical infrastructure at the study centres
- d) Equip all study centres with e-examination facilities

Conclusion

It is expected that the programmes offered by the National Open University of Nigeria shall be widely embraced by learners and stakeholders and supported by the industry and the society because of their relevance to national development.

INNOVATIVE RESEARCH AND SCHOLARSHIP FOR DEVELOPMENT

Introduction

The University recognises that it is not long ago it was established and therefore appreciates the importance of raising the quality of research and scholarship needed to elevate it for world recognition. Thus, all academic staff are expected to be engaged in scholarship and research. They need to keep abreast of development in their disciplines and be up-to-date in their professional fields in order to ensure excellent delivery to learners and practitioners. High level of scholarship and research skills are germane to the development of curriculum, improvement of pedagogical practice and the development of modern learning on the open and distance learning platform. Research should be purposeful, accessible, innovative and of benefit to the development of the National Open University of Nigeria and the nation at large.

Since basic and applied researches are pivotal to development, research should be innovative and focused on development. It is necessary to identify national needs by region and target research at specifics that would impart national development thereby evolving region-specific specialized research.

Strategic Goals and Action Plans

Goal 1: Cultivate and Consolidate Sustainable Research Culture at the National Open University of Nigeria

Rationale: *The NOUN though an ODL institution must develop and maintain a strong culture for enquiry, research and scholarship in the various areas represented by its academic faculty to enable her attain recognition and relevance in global academic society.*

Action Plans

- a) Evolve and sustain a research culture
- b) Encourage emergence of areas of research excellence through endowed research chairs and research professional programmes
- c) Provide research infrastructure and conducive environment for researchers
- d) Develop and implement effective research policies and procedures
- e) Establish and promote research and publication ethics awareness with zero tolerance for plagiarism
- f) Eliminate bureaucratic bottle-necks to execution of project and management of research grants
- g) Generate revenue through patents and copyrights

Goal 2: Attract Research Funding for Development of NOUN's Research Agenda

Rationale: *In pursuance of its research agenda and in recognition of the challenges associated with availability of funds for research, the university must encourage staff to seek funds from external donor agencies in addition to funds derivable from the University Research board.*

Action Plans

- a) Encourage academic staff to explore national and international research grant opportunities
- b) Develop a fair assessment criteria and procedure for evaluating research proposals
- c) Identify and propose criteria for eliminating bureaucratic barriers to research funding.

Goal 3: Encourage Postgraduate Trainings

Rationale: *In view of the Inadequacy of staff with Ph.D. degree, NOUN must encourage staff to acquire higher degree in relevant disciplines and embark on staff development programmes to ensure delivery of quality education.*

Action Plans

- a) Encourage postgraduate training for staff
- b) Stimulate research in various professional and ODL areas

Conclusion

In recognition of the importance of quality education and high-level scholarship to the attainment of its core functions, NOUN should make itself known as an institution to be reckoned through her well developed self learning materials and the contribution of her faculty to research knowledge and innovation.

COMMUNITY SERVICE, PARTNERSHIPS AND COLLABORATIONS

Introduction

The presence of NOUN across the nation by virtue of her study centres presents a unique opportunity for interaction between the University and various host communities. It is imperative that the university creates an enabling environment for mutually beneficial relationships with local stakeholders and international development programmes which will impart positively on the delivery of its mandate.

Strategic Goals and Action Plans

Goal: Encourage Partnership and Collaboration Opportunities with the Government, Private Sector, Local and International Communities and Other Stakeholders

Rationale: *The University must be able to reduce the distance between the goon and garb by engaging the community through relevant tradition with difficult stakeholders and become more relevance*

Action Plans

- a) Expand and enhance the University's interactions with both private and public sectors
- b) Encourage diverse approaches to effective communication with various stakeholders
- c) Provide a partnership framework for Alumni engagement
- d) Utilise open source educational application software

Conclusion

The Strategic actions document must provide the approaches of realising the goal of meeting the government and industry requirement and must have provided the basis of Alumni engagement.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

Introduction

The ICT revolution has radically changed the mode of acquisition, processing and dissemination of information to the advantage of teaching and learning process. The action plan for Information and Communications Technology (ICT) is derived from the strategic need to control, manage and apply ICT to all the operations of the University. To leverage this, the university plans to build a robust and scalable wide-campus area network (WCAN) that will enable effective ICT utilization in all the study centres and corporate headquarters through the deployment of integrated enterprise information systems whilst at the same time implementing an information security management system and data recovery plan. Furthermore, the University will implement a comprehensive human capacity building plan that will ensure rapid acquisition of ICT skills by both staff and students.

Strategic Goals and Action Plans

GOAL 1: Build a Robust and Scalable Wide-Campus Area Network (WCAN) Connecting All Study Centres and Corporate Headquarters.

Rationale: *The University must be able to enhance data and voice communication, effective delivery of distance learning contents and efficient deployment of e-learning applications in all study centres and corporate Headquarters by building robust network backbone infrastructure.*

Action Plans

- a) Carry out comprehensive business and technical needs analysis of all units and departments
- b) Design network plan and configurations
- c) Select products, vendors and implement the network

GOAL 2: Deploy Integrated Enterprise Information Systems (IES) to Enhance Information Flow and Organizational Action Plans.

Rationale: *To improve, enhance and consolidate efficient information flow among all key functions of the university for effective decision making and control*

Action Plans

- a) Selectively identify and analyze key functions:
 - a. Human resource
 - b. Library services
 - c. Academic records
 - d. Financial accounting
 - e. Learner support
 - f. Procurement
 - g. Course and instructional materials
 - h. Asset management
 - i. GroupWise and e-mail management
 - j. Academic planning
 - k. Staff attendances
 - l. Visitors information call centre

- b) Automate and integrate all key functions

GOAL 3: Develop Information Security Management System and Data Recovery Plan.

Rationale: *To protect the university's information resources, and consolidate effective data recovery strategy before and after the occurrence of disaster.*

Action Plans

- a) Analyze existing information security threats, risks and vulnerabilities
- b) Select appropriate information controls
- c) Implement and operationalise the controls
- d) Review and evaluate the efficiency and effectiveness of the ISMS
- e) Perform data risk analysis
- f) Determine recovery strategies
- g) Collect data
- h) Organize and document a written plan

GOAL 4: Consolidate the Deployment of Virtual Learning Environment to Enhance Learning, Evaluation and Facilitation

Rationale: *To enhance collaborative online learning and facilitation.*

Action Plans

- a) Consolidate Internet backbone connection in all study centres and the corporate headquarters
- b) Utilise relevant web-based applications and systems
- c) Utilise open source educational application software

GOAL 5: Review and Implement Effective ICT Policy Guidelines

Rationale: *To effectively control ICT processes and procedures as it affects both academic and non-academics operations as well as staff Action Plans of the university.*

Action Plans

- a) Analyze existing operational procedures of ICT

- b) Identify decision criteria that will be important in improving the procedures.

GOAL 6: Leveraging on Transformational Technologies to Improve Effectiveness of Delivering Distance Learning Content

Rationale: *To improve delivery of distance learning content and improve information flow among students, faculty members and staff.*

Action Plans

Facilitate access to university enterprise systems using mobile devices

GOAL 7: Promote Adequate Manpower Development and ICT Skills Acquisition

Rationale: *To enhance ICT skills acquisition for effective productivity among faculty members and staff.*

Action Plans

- a) To perform periodic training needs analysis across Schools, Directorates and Units.
- b) To promote end-user skills acquisition and proficiency

Conclusion

By the end of the planning period effective deployment of IT processes to enhance students learning process as well as enhance the administrative machinery of the University to manage the integral requirement of an ICT use must have been achieved.

HUMAN RESOURCES

Introduction

In view of the fact that human resource is a vital unit of any institution, effective and efficient human deployment play crucial roles in the fulfilment of NOUN's mission. By building strong and efficient human resource systems and tools, NOUN will be poised for growth, ready to manage the challenges of an evolving work environment, as well as respond to the needs of its students and staff.

Strategic Goals and Action Plans

Goal 1: Recruit, Manage and Retain High Quality Staff

Rationale: *NOUN will be able to build and optimise a competent human resource system that will meet the challenges of a dynamic working environment.*

Action Plans

- a) Develop and operate a competitive and effective HR policy
- b) Identify and optimize the intellectual human capital
- c) Nurture a positive work culture to achieve optimum performance
- d) Develop and approve capacity building programme.
- e) Institutionalize an employee health wellness

Conclusion

NOUN will have a high level of productivity characterized by efficient delivery of task.

LIBRARY SERVICES

Introduction

The National Open University Nigeria offers a bold vision for the future of its library. The library is fundamental to the goals of the university if it seeks to be a centre for academic excellence and scholarship for its staff and their academic programmes. Similarly, the library should be developed in such a way that it will provide an enriching experience for the students no matter where they are domiciled. The library should therefore be strengthened in its core Action Plans to achieve the above mentioned objectives. The University aims at becoming fully virtual in delivering content and services to the entire University community. The major objective of the library is to make library usage more personal so that users will be able to exercise greater control over information retrieval and use.

Strategic Goals and Action Plans

Goal 1: Accelerate the Development of Digital Library Resources

Rationale: *To respond to NOUN users especially students in providing unhindered access to a variety of needed/available resources.*

Action Plans

- a) Selectively adopt new acquisition and access methods, to respond to NOUN users and expand the scope of available resources.
- b) Strengthen library resource mobilization and sustainability mechanism

Goal 2: Invest in Physical and Virtual Library Spaces

Rationale: *To provide comfortable learning environment for users.*

Action Plans

- a) Create dynamic virtual libraries and further develop virtual discovery capabilities in NOUN libraries
- b) Improve the physical library infrastructure and provide a user friendly environment

Goal 3: Improve Systems for Finding, Retrieving and Utilizing Scholarly Resources

Rationale: *To encourage user patronage and ease the search for resources.*

Action Plans

- a) Adopt solutions that support users in accessing materials on new devices. e.g. Smart-phones
- b) Stocking of all study centre libraries with at least 5,000 volumes of books
- c) Organize and properly arrange information resources in the library

Goal 4: Develop and Promote Information and Digital Literacy

Rationale: *To widen the horizon of the tool for education but also as a means of necessity for effective living.*

Action Plans

- a) User education programme for NOUN students
- b) Establish a Library Science programme in NOUN.

Conclusion

By the year 2017, the NOUN Library must have been globally acknowledged as one of the foremost functional libraries in an Open Learning Institution.

PHYSICAL INFRASTRUCTURE AND DEVELOPMENT

Introduction

Befitting physical infrastructure is necessary to enhance staff productivity and student learning. Thus, the National Open University of Nigeria places necessary premium on the provision of physical infrastructure to house the academic programmes and organizational structure of the University.

Strategic Goals and Action Plans

Goal 1: Provide Befitting Physical Structures at the Study Centres

Rationale: *A necessary space requirement for conducive work and student learning.*

Action Plans:

- a) Develop new model study centres by embarking on phase development of one study centre in each geopolitical zone.
- b) Renovate existing NOUN model study centres.

Goal 2: Rehabilitate NOUN Headquarters

Rationale: *As a befitting Headquarters edifice for coordination of operational services and office accommodation in the commercial nerve centre of Lagos.*

Action Plans:

- a) Provide and furnish office accommodation for staff.
- b) Rehabilitate and furnish the McCarthy building in Lagos.
- c) Ensure constant power supply

Goal 3: Rehabilitate the Centre for Educational Technology and Entrepreneurial Development (CETED), Kaduna

Rationale: *The Centre for Educational Technology and entrepreneurial Development in Kaduna is a large facility compound whose functionality will greatly increase the academic and operational Action Plans of the university. Due to its strategic location and the number of the University's directorates and units that are housed there, it is imperative that renovation and consolidation works is done to provide the necessary platform for its usage.*

Action Plans:

- a) Complete the renovation of work at CETED by undergoing the completion and furnishing of the main dilapidated physical structures and rehabilitating the road and drainage networks
- b) Development of skills acquisition centre

Goal 4: Phased Development of the University Land at Jabi in Abuja

Rationale: Within the context of the Nigerian society, it is becoming increasingly important that a befitting presence in terms of office and facilities accommodation is attained in the Federal Capital Territory of Nigeria

Action Plans:

Commence development of land at Abuja by developing a master plan for the land and commence the construction of 1st phase of structures

Goal 5: Provide Warehouses on Zonal Basis

Rationale: There is becoming now a necessity for regional decentralization of the Central Warehousing for effective distribution of learning materials to students of NOUN who are widely distributed across the country.

Action Plans:

- a) Develop warehouse infrastructure through phased development of warehouses across the country

Conclusion

On successful completion of the above goals, NOUN is expected to have a befitting Headquarters in Lagos, Central planning and coordination office in FCT, Abuja; Regional and functional appreciative study centres with decentralised warehouse for course material for her teeming students and facilitators. The above will ultimately enhance the ODL system of education in Nigeria.

RESOURCE GENERATION, MOBILIZATION AND INVESTMENT

Introduction

In the face of ever increasing demand for resources due to our expanding operational Action Plans, the University will explore other avenues of Internally Generated Revenue apart from increase in student enrolment such as gifts from University alumni, friends, Corporations and Foundations as viable alternatives to the dwindling traditional avenues of resources. In addition, the University will undertake investments comprising of a strategic mix of funding sources from endowments, service charges, private investors, and rental income from acquisitions and leases with the aim of maximizing the rate of return on these investments. Funding for these investments shall include but not be limited to grants, loans, and donations within the confines of the University's investment policy.

Strategic Goals and Action Plans

Goal: Attain Financial Sustainability

Rationale: *The need for the university to boost its resources is now necessary, hence actions to stimulate investments that would yield to result.*

Action Plans:

- a) Mobilize resources from donor/agencies
- b) Mount various income generation strategies through periodic seminars, short courses within the disciplinary competences of the University.
- c) Mobilize resources from partnerships and royalties.
- d) Streamline fees for programmes and services.
- e) Build the capacity of the various centres to adopt an entrepreneurial approach in developing and executing comprehensive income generating business plans through NOUNCIL.
- f) Empower NOUNCIL to coordinate University-wide entrepreneurial Action Plans.

Conclusion

The successful implementation of the various economic and investment Action Plans would lead the University to attain its financial sustainability.

FINANCIAL MANAGEMENT

Introduction

Prudence is the watchword of a successful and effective financial system. Establishing prudential guidelines would strengthen the financial system, while budgetary allocation, budget defence and risk management are essential to the effective running of a system. Due to the number and national spread of NOUN's study centres, the attainment of the core functions of distance education such as registration and conduct of examinations at the multiple centres require a lot of financial resources and infrastructural facilities.

The diligent acquisition, effective utilization and maximization of our financial resource would enhance the functional, cost-effective and flexible status of NOUN programmes. NOUN is compelled, therefore, to manage her resources within an acceptable or relevant risk profile if she must achieve her mission.

Strategic Goals and Action Plans

Goal 1: Encourage Budgeting, Budget Defence and Monitoring

Rationale: *To ensure that the University has a working budget. This will serve as a reference document for strict adherence within the government protocols on financial processes and procedures*

Action Plans:

- a) Develop a framework for resource allocation in line with units' Strategic Plan and Federal Government's educational policy
- b) Institute a mechanism for improved budget process

Goal 2: Strengthen Financial Processes and Controls

Rationale: *To ensure that the financial process is hitch free with high level of interactions for both in inflow and outflow processes.*

Action Plans:

- a) Develop capacity in the area of financial management
- b) Continuous strengthening of IT infrastructure

Goal 3: Develop and Implement Policy of Risk Management and Financial Control.

Rationale: *To ensure that available funds are properly utilized and managed within a measureable risk level.*

Action Plans:

- a) Ensure sound financial management strategies
- b) Ensure efficient management and utilization of NOUN properties
- c) Undertake proper risk management

Conclusion

It is our belief that in the year 2017, the University will attain budget implementation compliance, financial process free flow and optimum utilization of funds.

GOVERNANCE AND ADMINISTRATION

Introduction

The National Open University of Nigeria as a multi-campus institution is guided by the need for an administrative plan that is geared towards human resource management. This is based on ability to adapt to changing circumstances in order to achieve an enhanced institutional capacity hinged on the recognition that people are vital and central to ensuring that NOUN becomes a high-performance single mode open and distance learning University. Through constant reference to its “Strategic Plan” document, NOUN strives to remain a well-planned, flexible and responsive institution whose operations are based on her laid down goals and objectives.

Strategic Goals and Action Plans

Goal 1: Increase the Number and Quality of Staff in All Units and Departments.

Rationale: The most important value added imperative for a sustained academic environment is the recruitment and retention of qualified academic and non-academic staff. The most effective strategy is the reduction in turnover rate which is accomplished by a well thought of recruitment policy and reward system.

Action Plans:

a) Recruit and retain competent and high quality staff.

Goal 2: Implement a Strong Governance Structure that Enhances Autonomy, Credibility and Flexibility

Rationale: In order to promote the effectiveness and efficiency of staff, it is imperative that the NOUN must provide a conducive working environment that promotes respects, cordiality and integrity.

Action Plans:

a) Promote quality administrative and governance systems practices that inculcate the culture of democratic approach to governance.

Conclusion

The concept of flexibility whilst being entrenched in the ODL concept, is imperative also, that the governance and administrative structures inculcate flexibility in governance and multi tasking of all cadres of staff within a strong policy for sustainability

FINANCING THE STRATEGIC PLAN

Fiscal Policy

To implement a strategic plan, fund mobilization must be adequately considered so as to manipulate some variables. Funding of education has been a wide discourse in the nation's budget and its focus is on both internal and external mobilization. The University's self-reliance in 5 years plan will depend largely on internally generated revenue (IGR) which includes all students' payments, contractors' registrations, proceeds from investments, NOUNCIL, and proceeds from unserviceable items. The external financing from government subvention/grants and donations from other institutions and agencies will also contribute to sustainability.

Business Plan

The strategic pathway for the University to be self-actualized is dependent on the efficient, economic and effective mobilization and prudent utilization of financial resources from both internal and external sources. This is achievable if energy is channelled towards reorganizing the University's existing business, restructuring academic programmes to create room for increase in students' enrolment and match cost with the fees. Thereafter, the University should prioritise her programmes and projects to avoid wastes and cut down cost through monitoring.

Current Status

The growth on funds and reduction on expenditure rates are dependent on many variables, such as our present strength of competent staff, work environment, equipment, goodwill and team work. These have met the university's current needs. However, our challenges of not adhering to budget and inadequate control of the University business areas would need to be addressed.

Currently, the University is operating at upward and downward fund mobilization and utilization as shown in Table 3. Given the University's stand point, it is projected that in year five, it would have a financial picture as shown in Table 4, based on the 13% mean of the current year financial profile. Hitherto, the road map to development will result in 26% incremental growth rate of fund mobilization in the current year, 25% growth in asset profile and 15% increase in recurrent expenditure profile.

MONITORING AND EVALUATION

A Strategic Plan is only as good as its implementation and execution. In order to ensure that the enlisted tasks and activities embedded in this Strategic Plan are implemented and intended objectives achieved, there will be concerted efforts to monitor and evaluate its implementation. An important part of this effort would be development of relevant, meaningful indicators of progress towards the Strategic Plan implementation.

Formative and summative forms of monitoring and evaluation shall be used. Formative, in the sense that, periodic yet systematic and scientific evaluation strategies shall be deployed to enable the University have first-hand data needed to assess the performance of each of the planning centres during the course of implementing the strategic activities. Summative evaluation and monitoring will also be done at the tail end of the expiratory year of the Strategic Plan.

To ensure effective monitoring and evaluation of the Strategic Plan, a multi-dimensional approach is proposed.

- a) The first level approach will enlist all the various strategies of evaluation and monitoring as identified by the various units, departments, centres and schools. This could be easily attended to by extracting from each respective strategic plan, the evaluation form the unit
- b) The second level approach will be to enlist all the various strategies of evaluation and monitoring as identified by the planning centres. This could be easily attended to by extracting from the respective units strategic plan, of the planning centres the evaluation form.
- c) The third level approach would be on the Strategic plan document of the National Open University of Nigeria (NOUN Strategic Plan 2013-2017).
- d) A further dimension to monitoring and evaluating the Strategic Plan will be to request for yearly performance reports of each of the Units. Such reports should be forwarded to the Vice-Chancellor with a copy to the Directorate of Academic Planning. The Unit reports should be reflected in the Annual University Report to the Governing Council. Evaluation of progress made and improvement strategies would be implemented.
- e) It is desirable therefore that each unit will have a 3-member panel that would ensure the monitoring, evaluation and report of the strategic action plans for each unit.
- f) Another dimension of monitoring of the Strategic Plan implementation would be the introduction of budget defense by each of the Planning Units as at a replica of the Finance and General Purpose Committee of the Governing Council at the Management level on yearly basis. All Schools and Departments will be required to justify their budget bids on the bases of the activities in their respective strategic plans. This way, the Strategic Plan becomes a working document.

- g) In addition, to ensure proper monitoring and evaluation of the Strategic Plan, it is recommended that the process of reviewing the existing document commences a year before the expiration of the life span of the existing document taking into consideration the current environmental scan.
- h) Finally, since the essence of strategic plan is to ensure a sure path towards engineering of all efforts at providing high quality distance education, it is necessary for the University to put in place an arrangement that will guarantee a form of alumni tracer studies. This will be conducted every three years in order to elicit the views and impressions of the employers on the performance of NOUN graduates. The reports from such research efforts will be reflected in the curricula review of the University from time to time.

Although the various units have prepared as part of their Strategic Plan document, monitoring and evaluative indicators for their respective units, the Directorate of Academic Planning, together with a Committee that the University may set up to monitor and evaluate the implementation of the Strategic Plan, shall develop a University wide template document for this purpose to ensure uniformity of measuring performances and evaluation. Data will be collected on quarterly basis on each measure of strategic performance and information and findings there from will be made available directly to the Vice-Chancellor for the use of Management with a copy sent to each of the Planning Units. The responsibility of the committee will be to:

- a) Create awareness and sensitization of stakeholders
- b) Establish monitoring and evaluation committees at unit levels
- c) Identify gaps in the various action plans
- d) Identify compliance level of each of the strategic action plans
- e) Develop processes for meeting the identified gaps and proffer reasons for not meeting the targets
- f) Establish data bases for effective monitoring and implementation of the Strategic Plan

General indices of Measurement

A performance indicator may be defined as numerical information about a organisation's activities, which helps its Management to evaluate activities, make judgement and reach decisions. If critically applied, performance indicators help understand how successful the organisation is in implementing its policy objectives. It is a major tool to help the organization achieve efficiency and effectiveness, thus ensuring that funds available are used economically and in a way consistent with achievement of objectives. Appropriate performance indicators would draw the attention of the organisation to likely problem areas, which may need to be examined, understood and corrected where possible. It is also a means of comparison between organisation's both locally and internationally. NOUN will evaluate its activities annually using the performance indicators discussed in subsequent paragraphs.

Considering the University wide Plan for instance, we provide as a guide to be used, the following indicators which are based on the strategic priorities and action plans in the strategic plan document, which could be used to track the progress over the plan period. The strategies initiatives are grouped under the following:

Core Issues of Implementation

1. Teaching and Learning
 - Academic staff, competence and quality, strength and retention; non academic staff and effectiveness of support of the teaching and learning function; academic programmes, relevance, currency and enrolment figures; Institutional reputation via accreditation status of University programmes by regulatory bodies and professional institutions.
2. Innovative Research and Scholarship Development
 - Research inputs into separate professional fields including ODL; research grants attracted; and number of postgraduate programmes, their relevance and enrolment figures
3. Community Service, Partnership & Collaboration
 - Relevance of programmes to immediate community of the centre locations; effects on student enrolments; inputs of partnerships and collaborations into academic programmes and other University activities. Collaborative teaching and research programmes.
4. ICT-driven ODL
 - Increased ICT proficiency for all staff; deployment level of ICT application to academic operations, staff operations and student's academic activities.
5. Human Resources
 - Faculty and staff hiring's; competencies and proficiencies, Faculty and staff motivation and training opportunities;
6. Library Services
 - Spread of physical infrastructure library across locations and stockings; subscriptions to journals and reference resources; support for teaching and learning operations and effectiveness, support for research activities
7. Physical Infrastructure & Planning (including Study Centres)
 - Physical structures and working tools at respective locations cross usage of core facilities.

8. Resource Generation & Investment
 - Level of internally generated funds; and investment profiles
9. Financial Management
 - Diversification profile of assets and annual balance sheet
10. Governance and Administration
 - Interdepartmental relationship; interpersonal relationship; and improved communication access.

In the tracking of these core issues, the specific goals underpinning the core matrixes require measurable parameters that can be used. As an example for the University wide monitoring and evaluation process, the following specific indicators are suggested here.

The Specific Indicators for Teaching and Learning are:

1. Provide relevant and qualitative teaching and learning
 - a) Establish new and review existing programmes.
 - Increase in students' enrollment.
 - Availability of course materials in print
 - Deployment of course materials to the electronic format
 - Deployment of inline facilitation
 - Senate approval of newly developed programmes
 - Establishment of proposed schools' (e.g Agriculture and Health Sciences).
 - b) Provide an environment conducive for both staff and learners
 - Number of faculty and non teaching staff with Computer facilities
 - Number of study centres with virtual learning environment
 - Improvement in students' performance
 - c) Attract, recruit and retain quality academic staff in all programmes
 - Amount and nature of appointment of new academic staff
 - More academic staff attending ACDE; PCF; ICDE and learned societies and conferences;
 - d) Institute collaborative and joint curriculum development with local and international academic/research institutions

- Number of MOU's signed and their implementation profile levels;
 - Number of collaborative (teaching and research) programmes with other institutions
- e) Develop an effective student support model
- Develop a student support model policy document for implementation
 - Conduct survey of effect of Counseling services to all students
2. Provide and execute an efficient delivery mechanism of learning materials
- a) Providing all course materials in print format
- Printed materials stocked in the ware house
- b) Creating an effective distribution network
- Learners receive course materials at registration
 - Learner survey data on perception of academic and social experience at NOUN
- c) Automation of warehouse
- Accurate monthly report available to relevant officers
 - Student survey data on perceptions of academic and social experience at NOUN
3. Provide conducive learning environment.
- a) Provide Innovative computer-mediated learning platforms in all study centres
- Functional integrated e-learning infrastructure
 - How many Centres have well equipped computer-based learning environment and the number relative to student population
- b) Equip all study centres with highly interactive modern multimedia presentation facilities
- How many study centres have IP-based video streaming and conference infrastructure
 - Dynamic web-based learning environment
- c) Provide adequate physical infrastructure at the study centres
- How many Study Centres have adequate physical infrastructure.
 - Conduct of surveys on the aesthetic appeals of the Centre buildings to students and other stakeholders.
- d) Equip all study centres with e-examination facilities
- Level of conduct of e-examinations at centres

The Specific Indicators for Innovative Research and Scholarship are:

1. Cultivate and consolidate sustainable research culture at the National Open University of Nigeria
 - a) Evolve and sustain a research culture.
 - Establishment of a functional University Research Board.
 - Statistical data to show number of research chairs & research professors on ground
 - Statistical data to show number and implementation of partnerships, linkages & collaborations
 - Visible numbers of scholarly publications.
 - b) Encourage emergence of areas of research excellence through endowed research chairs and research professional programmes.
 - Percentage of total research output generated by research chairs relative to total outputs.
 - c) Provide research infrastructure and conducive environment for researchers.
 - Number of academic staff with PhD
 - Number of access of academic staff to improved ICT facilities.
 - Discipline-specific software deployed on computers.
 - d) Develop and implement effective research policies and procedures.
 - Attract and increase postgraduate student enrolments and completion
 - Documentation of Research policies and procedures
 - Number of staff and research students trained.
 - Number of renewed project grants.
 - e) Establish and promote research and publication ethics awareness with zero tolerance for plagiarism.
 - Number of standard publications.
 - Number of projects successfully completed
 - f) Eliminate bureaucratic bottle-necks to execution of project and management of research grants
 - Time lag between application of research sponsor, approval of request and disbursement of funds
 - Number of renewed project grants
2. Attract research funding for development of NOUN's research agenda tailored towards national development
Encourage academic staff to explore national and international research grant opportunities
 - Number of national and international research grants received e.g. STEP-B, TetFund, IFS, COL, etc
 - Level of funding from ICT companies, industries and professional bodies
 - Increased number of conference attendance by staff of all categories

- Incentives awarded deserving staff
- 3. Encourage postgraduate training
 - a) Encourage postgraduate training for staff
 - Develop staff training policy
 - Number of staff with Masters to be trained at PhD level
 - Recruit professionals with PhD degrees
 - Mount more Masters & PhD programmes at NOUN
 - b) Encourage research in professional and ODL areas
 - Increase ODL programmes at postgraduate level (PG)

The Specific Indicators for Community Service, Partnerships & Collaboration are:

The strategic goal of community service, partnership and collaboration function is to create an enabling environment for partnership and collaboration opportunities in the promotion of the teaching-learning process.

- Expand and enhance the University's interactions with both private and public sectors.
 - Develop policy guidelines for stakeholder participation in University activities.
 - Detail collaboration and networking with public, private sector institutions.
 - Determine level of academic and other programmes/activities that is suited to specific communities and institutions.
 - Strengthen entrepreneurial and skills acquisition programmes.
- Encourage diverse approaches to effective communication with various stakeholders
 - Determine level of compliances to locally customised advocacy materials such as radio jingles, customized advocacy items, TV adverts, online adverts
- Provide a partnership framework for Alumni engagement
 - Resuscitate the Alumni association.
 - Create a sustainable database for Alumni association.
 - Encourage Alumni to participate in University development.

The Specific Indicators for Information Communications Technology-Driven ODL are:

- a) Build a robust and scalable wide area network (WCAN) connecting all study centres and corporate headquarters

- Number of study centres with at least 50 functional systems
 - Business and technical need analysis reports
 - Software configurations report (server, client, protocols, security and network management)
 - Technical, economic and operational feasibility reports.
- b) Deploy integrated enterprise information systems (IES) to enhance information flow and organizational activities
Procure and install relevant computer systems and hardware.
- Functional and Cost effective headquarters –wide integrated enterprise information systems (**HIEIS**):
 - Determine level of ICT deployments in:
 - ❖ Human resource management information system
 - ❖ Library information system
 - ❖ Academic records management information system
 - ❖ Learner support management information system
 - ❖ Accounting and financial information management system
 - ❖ Course materials development information management system
 - ❖ Procurement information management system
 - ❖ Asset information management system
 - ❖ Academic planning information management systems
 - ❖ Group wise management systems
 - ❖ Staff attendance information management systems
 - ❖ Call centre information management system
 - ❖ Integrated suite of application software modules
- c) Develop an information security management system and data recovery plan
- Data risks analysis reports
 - Disaster management system
 - Secured and safe guarded information
 - Data collection and security architecture in place
- d) Consolidate the deployment of virtual learning environment to enhance learning, evaluation and facilitation

Consolidate Internet backbone connection in all study centres and the corporate headquarters

- Effective Learning Management Systems (LMS)
 - Scalable WAN infrastructure
 - IP-based video streaming and conference infrastructure
 - Virtual classrooms
- e) Review and implement effective ICT policy guidelines
- Adherence to specified operational procedures
 - Approved ICT policy document
 - Implemented operational guidelines and procedures
- f) Leverage on transformational technologies to improve effectiveness of delivering distance learning content
- Is the University able to:
 - ❖ Facilitate access to Campus Wide university enterprise system.
 - ❖ Effective mobile communication architecture.
 - ❖ Enhance communication among students, faculty members and staff
 - ❖ Secure databases and applications
- g) Promote adequate manpower development and ICT skills acquisition.
- To perform periodic training needs analysis across schools, directorates and units.
 - Staff survey to determine ICT influence on:
 - ❖ improved efficiency and effectiveness
 - ❖ Enhanced competitive advantage
 - ❖ Enhanced University image
 - ❖ Increased rate of student's enrolment.
 - ❖ meeting the training needs of faculty staff and others

The Specific Indicators for Physical Infrastructure and Development are:

1. Provide Befitting Physical Structures at the Study Centres

- a) Develop new model study centres
 - Identify a study centre in each geopolitical zone.
 - Commence development on the study centres
 - Increased number of acquired assets at the various Study Centres
- b) Renovate existing NOUN model study centres.
 - Increase in staff and students' performances rate.
 - Determination of aesthetic appeal to stakeholders.

2. Rehabilitate NOUN Headquarters

- a) Provide and furnish office accommodation for staff.
 - Determine level of rehabilitation and completion of staff offices
- b) Rehabilitate and furnish the McCarthy building in Lagos.
 - Determine level of rehabilitation of structure of McCarthy building
 - Extent of use of infrastructure at the building

3. Rehabilitate the Centre for Educational Technology and Entrepreneurial Development (CETED), Kaduna

- a) Complete the renovation of work at CETED.
 - Determine level of Rehabilitation of CETED
 - Determine the functional use of CETED to meet:
 - ❖ hosting of several conferences, workshops and seminars
 - ❖ expected increased productivity of staff
 - ❖ expected beautification and environmental improvement of the Centre
 - ❖ expected higher Internally Generated Revenue from the centre

4. Phased Development of the University Land at Jabi in Abuja

- a) Commence development of land at Abuja
 - Acquire the Master Plan for development of the land approved by relevant authorities
 - Commencement and completion of construction of the Perimeter fence
 - Commencement and development of the initial physical structures on the site

5. Provide Warehouses on Zonal Basis

Approval of warehouse master plan

- Collation of students data and construction of zonal warehouses

The Specific Indicators for Governance and Administration are:

1. Increase the Number and Quality of Staff in All Units and Departments.
 - a) Recruit and retain competent and high quality staff.
 - Determine staff needs per unit per directorate
 - Develop systematic and transparent mechanisms for appointment to positions for all units and department
 - What are the number of staff recruited and annual retention figures
 - Monitor staff variations by gender, rank and professional bias.
2. Implement a Strong Governance Structure that Enhances Autonomy, Credibility and Flexibility.
 - a) Promote quality administrative and governance systems and practices and inculcate the culture of democratic approach to governance.
 - Conduct survey to obtain feedback from staff and stakeholders on:
 - ❖ Levels of Seminars and workshops available to staff.
 - ❖ Instruments deployed to reduce bureaucratic bottle- necks
 - ❖ Instruments deigned to minimise and resolve conflict resolution within units and between individuals.
 - ❖ Articulation of well defined job descriptions
 - ❖ Clearly defined and enforceable specific communication reporting channels

The Specific Indicators for Human Resource are:

Goal 1: Recruit, Manage and Retain High Quality Staff

1. Develop and operate a competitive and effective HR policy
 - Draft review sent to management for approval
 - Approval Policy sent to HR for implementation
 - Determine staff turnover rate

- Determine performance rating of staff and performance reports.
- 2. Develop and approve capacity building programme.
 - Number of capacity building training participated by staff
 - Improved job performance for more competent staff.
- 3. Institutionalize an employee health wellness
 - Institutionalization of awards to faculty and non faculty staff
 - Determination of employee wellness through number of sick-leave used
 - Decrease in medical treatment refund

The Specific Indicators for Library Services are:

Goal 1. Accelerate the Development of Digital Library Resources

- a.) Selectively adopt new acquisition and access methods, to respond to NOUN users and expand the scope of available resources.
 - Level of increase in the number of information materials acquired
 - Level of increase of special types of library materials acquired
- b.) Strengthen library resource mobilization and sustainability mechanism
 - Determine increase in number of Library resources
 - Availability of NOUN materials
 - Determine increase in life span (durability) of library resources.

Goal 2. Invest in Physical and Virtual Library Spaces

- a.) Create dynamic virtual libraries and further develop virtual discovery capabilities in NOUN libraries
 - Number of Centres that are fully equipped with computer network and internet services.
 - Increased awareness of library information on NOUN's Website
 - Conduct survey to determine user satisfaction.
- b.) Improve the physical library infrastructure and provide a user friendly environment.
 - Increased space in the headquarters library
 - Level of furnishing of at least two centre libraries per geographical zone

Goal 3: Improve Systems for Finding, Retrieving and Utilizing Scholarly Resources

- a.) Adopt solutions that support users in accessing materials on new devices. e.g. Smart-phones
 - Availability of up-to-date electronic resources
 - Improved retrieval services
- b.) Stocking of all study centre libraries with at least 5,000 volumes of books
 - Provide library's acquisition portfolio
- c.) Organize and properly arrange information resources in the library
 - Determine benchmark time of search for information retrieval

Goal 4: Develop and Promote Information and Digital Literacy

- a.) User education programme for NOUN students
 - Increased number of library users
 - Number of competent and qualified librarians
 - Increase in the number of knowledgeable library staff.
 - Increase in qualification of junior library staff.
- b.) Establish a Library Science programme in NOUN.
 - Production of trained library personnel/professional for the Library.

The Specific Indicators for Resource Generation, Mobilisation and Investment are:

Goal 1: Attain Financial Sustainability

- a) Mobilize resources from donor/agencies.
 - Number of grants received.
- b) Mount various income generation strategies through periodic seminars, short courses within the disciplinary competences of the University.
 - Level of income generated.
- c) Mobilize resources from partnerships and royalties.
 - Level of income generated
- d) Streamline fees for programmes and services.
 - Level of income generated.
- e) Build the capacity of the various centres to adopt an entrepreneurial approach in developing and executing comprehensive income generating business plans through NOUNCIL.

- Level of business income generated by the different centres.
 - Number of spin off companies and level of income generated from them.
- f) Empower NOUNCIL to coordinate University-wide entrepreneurial activities
- Increased income.

The Specific Indicators for Financial Management are:

Goal 1: Encourage Budgeting, Budget Defence and Monitoring

- a.) Develop a framework for resource allocation in line with units' Strategic Plan and Federal Government's educational policy
- Equitable distribution of fund allocation.
 - What is the level of implementation of budget
 - Acquisition and implementation of financial protocols to financial management
- b.) Institute a mechanism for improved budget process
- Reduced budget deficit over time
 - Use of Charts to compare previous years

Goal 2: Strengthen Financial Processes and Controls

- a.) Develop capacity in the area of financial management
- Staff skilled in financial, asset and risk management
 - Increased number of qualified professionals in Bursary Unit
- b.) Continuous strengthening of IT infrastructure
- Ease of financial management and administration
 - Improved efficiency of staff and accurate book keeping

Goal 3: Develop and Implement Policy of Risk Management and Financial Control.

- a.) Ensure sound financial management strategies
- Balanced annual account statements.
 - Asset reports and estimates
 - Reduction in risk positions
 - Physical/landed properties acquired

- b.) Ensure efficient management and utilization of NOUN properties
 - Seek approval of project and property management plan
- c.) Undertake proper risk management
 - Determine compliance with best practices in risk management standards

CONCLUSION

The soul of this **Strategic Plan** can be captured from the Vice Chancellor's statements at the meeting he held between the Consultant appointed to this project and the Chairman of the Central Working Committee where he stated that his aim of initiating and developing a Strategic Plan for the National Open University of Nigeria was to begin a planning process that will lead to a structured pathway which will in turn serve as a guide to making sound decisions in the running of the university not minding budgetary constraints. Second, he believed that doing this will certainly set the University in its future path despite as he stated in his forwarding address to this document, that the period of the plan would outlive his tenure in office. Guided by these statements, the Central Working Committee has presented an institutional strategy that combines the two aforementioned statements of the Vice Chancellor.

This strategic plan has suggested **Action Plans** in ten functional areas for the University: Teaching and Learning; Innovative Research and Scholarship; Community Service, Partnership & Collaboration; ICT-driven ODL; Human Resources; Library Services; Physical Infrastructure & Planning (including Study; Centres); Resource Generation & Investment; Financial Management; and Governance and Administration. These ten functional areas are all interrelated as they derive from the core functions of the University: teach, research, and reduce the psychological and sociological distance between the town and the gown.

We expect that the present administration will fulfil the action plans it has set out for itself. We cannot expect that it will accomplish ALL that has been set out here. We believe however that if some of the plans are implemented, the National Open University of Nigeria would have met one of the core reasons for her establishment, which is, to provide university education through increasing access to many people who otherwise would not have had the opportunity due to circumstantial reasons some of which are not their making. It also would have provided a second opportunity to those who thought acquisition of skills and knowledge, and indeed acquisition of university education was long gone. Not only would it have achieved these noble objectives, it would also mean that the University would have: become widely known for her scholarship; become more recognised for the display of skills and knowledge exhibited by her graduates; become positively impacted to all the different communities in the different geopolitical zones of the country; extended its educational services to the west Africa sub region; and, demonstrated that open and distance learning mode is a veritable tool for mass education with comparable quality and integrity to other forms of education delivery. If all these and many more are achieved, the success would have been due to the Vice Chancellor and his team of staff whose commitment to the required tasks made it all achievable.

Appendixes

Appendix 1: Specific Performance Indicators

Student Admission

The following performance indicators will be adopted:

Performance Indicators

- Responsiveness to fitness of purpose
- Percentage of student offered admission that Matriculated
- Percentage of student admitted through access Programme
- Progression of students from one academic level to another
- Promptness in the release of student examination Results (8 weeks after examination)
- Percentage of student withdrawals due to non- Satisfaction with forms of instruction or operations of the University
- Percentage of student withdrawals due to non- Satisfaction with forms of instruction or operations of the University
- Attrition/Drop out rate
 - a. Facilitator/student ratio
 - b. Counsellor/student ratio
- Quality of course instruction materials
- Quality of facilitation and Learning

Targets

- Not less than 80%
- Not less than 90%
- Not less than 20%
- Not less than 95%
- 100%
- 0%
- Not more than 2%
- Not more than 2%
- 100% conformity to Norms
- High
- High

Academic Staff

Performance Indicators

- Number of academic staff without Masters degree
- Number of Academic staff with Ph. D
- Number of Facilitators with Ph. D
- Number of books published annually
- Number of Research papers published in peer reviewed journals
- Number of Research papers on the web

Targets

- None
- 60% after 5 yrs of existence
- 60% after 5 yrs of existence
- One per school
- 40% the number of Academic staff
- 10% of the number of Academic staff

Financial Management

Performance Indicators

Percentage of recurrent funds allocated to academic units

Percentage of recurrent funds allocated to the Library

Percentage of Library funds allocated for the purchase of books and journals (hard copies, electronic forms)

Percentage of recurrent funds allocated to research

Percentage of recurrent funds allocated to goods and Services

Percentage of recurrent expenditure generated internally

Percentage of capital funds allocated to purchase of Teaching and Research equipment

Frequency of material stock-taking

Targets

At least 60%

At least 10%

At least 60%

At least 10%

At least 40%

At least 40% in the 3rd year of existence

At least 40%

Once in a quarter

Other Physical Indices

Performance Indicators

Provision of space for staff

Provision of electric power

Provision of water supply

Provision of ICT facilities

Provision of Library space

Security

Environment

Targets

As per NUC standard

Purchase of generators for the Headquarters and one (100KVA) per Study Centre

Sinking of one bore hole per Study centre, to supplement public water supply.

At least 25 stand alone computer units per study centre.

Provision of at least 200 seating capacity per centre

No anti-social activities

The Headquarters and study centres must be aesthetic

Appendix2: Executed Work Plan for the NOUN Strategic Planning Project - April 01, 2012

S/No.	Activity	Remarks
01	Sundry preparatory activities, consultations, etc	
02	Constitution of Committees by the University	
03	Meeting of Consultant with Council & Management	
04	Stakeholder sensitization workshop: <ul style="list-style-type: none">➤ Design➤ Identification of participants➤ Writing of presentations➤ Arrangement of all logistics➤ Conduct of workshop	
05	Preparation of briefing documents for Schools, Departments and Units	
06	Consultation with Faculties (Departments and units) at headquarters at 2 a day	
07	Consultation meetings with study centres at two zones per week	
08	Collection of input (unit strategic plans) from arms of the university: <ul style="list-style-type: none">➤ Headquarters➤ Study centres	
09	Collation of input from university communities to produce draft plan – in committee; in retreat: CWC	
10	Consultations on draft plan with: <ul style="list-style-type: none">➤ Consultant (Vetting)➤ Management➤ Senate➤ Council	
11	Printing of agreed plan	
12	Launch of the produced strategic plan	
13	Exit meeting with VC – day after launch of SP	

Appendix 3: List of Planning Units

Main Planning Units

1. Each of the Schools.
2. School of Postgraduate Studies
3. Registry
4. Learner Support Service
5. Bursary
6. Instructional Resource Development
7. Regional Training and Research Institute for Open and Distance Learning
8. Physical Development, Works and Services
9. Information and Communications Technology
10. Library
11. Centre for Educational Technology and Entrepreneurial Development
12. Academic Planning
13. Examinations & Assessments
14. National Open University of Nigeria Consults & Investment Limited (NOUNCIL)
15. Each of the 49 Study Centres

Sub Planning Units

1. Abuja Planning Unit
2. Protocol
3. Internal Audit
4. Media & Information
5. Legal
6. Students Industrial Work Experience Scheme/IT
7. Procurement
8. University Clinic
9. Security.
10. Servicom
11. Visitors Information and Call Centre

Appendix 4. List of Planning Centres
The University had eleven Planning Centres:

S/N	PLANNING CENTRES	UNITS
1.	Registry	Registry and all Units
2.	Schools	i) School of Science & Technology
		ii) School of Education
		iii) School of Arts & Social Sciences
		iv) School of Management Sciences
		v) School of Law
		vi) Access and General Studies Unit
		vii) Centre for Lifelong and Workplace Training
3.	Library	i) Library
		ii) Learner Support Services (LSS)
		iii) School of Science & Technology
		iv) School of Education
		v) School of Arts & Social Sciences
		vi) School of Management Sciences
		vii) School of Law
		viii) Access and General Studies Unit
		ix) Centre for Lifelong and Workplace Training
4.	Bursary	Bursary and All Units
5.	Learner Support Service	LSS & All Study Centres
6.	Regional Training and Research Institute for Open and Distance Learning(RETRIDAL) & School of Postgraduate Studies (SPGS)	RETRIDAL, Postgraduate School & All Schools
7.	Directorate of Instructional Resources Development (DIRD)	DIRD, All Schools, ICT
8.	Physical Planning	All Units in the University
9.	Information and Communications Technology (ICT)	All Schools, ICT, Bursary
10.	Centre for Education Technology and Entrepreneurial Development (CETED)	CETED, National Open University of Nigeria Consult and Investment Limited (NOUNCIL)
11.	Academic Planning	Academic Planning and All units

Appendix 5: LIST OF UNDERGRADUATE AND POSTGRADUATE PROGRAMMES

S/N	SCHOOL AND PROGRAMME	DEGREE	REMARKS
A	SCHOOL OF ARTS		
i.	Christian Theology	B.A. Christian Theology	
ii.	Criminology & Security Studies	B.Sc. Criminology & Security Studies	
iii.	English Language	B.A. English Language	
iv.	French & International Relations	B.A. French & International Relations	
v.	Islamic Studies	B.A. Islamic Studies	
vi.	Mass Communication	B.Sc. Mass Communication	
vii.	Peace & Conflict Resolution	B.Sc. Peace & Conflict Resolution	
viii.	Political Science	B.Sc. Political Science	
B	SCHOOL OF EDUCATION		
i.	English Language	B.A.(Ed.) English Language	
ii.	French	B.A.(Ed.) French	
iii.	Early Childhood Education	B.A.(Ed.) Early Childhood Education	
iv.	Primary Education	B.A.(Ed.) Primary Education	
v.	Agricultural Science	B.Sc. (Ed.) Agricultural Science	
vi.	Biology	B.Sc. (Ed.) Biology	
vii.	Chemistry	B.Sc. (Ed.) Chemistry	
viii.	Computer Science	B.Sc. (Ed.) Computer Science	
ix.	Integrated Science	B.Sc. (Ed.) Integrated Science	
x.	Mathematics	B.Sc. (Ed.) Mathematics	
xi.	Physics	B.Sc. (Ed.) Physics	
xii.	Business Education	B.Sc. (Ed.) Business Education	
xiii.	Education Administration	M.Ed. Education Administration	
xiv.	Science Education	M.Ed. Science Education	
xv.	Postgraduate Diploma in Distance Education	Postgraduate Diploma in Distance Education (PGDDE)	

xvi. Postgraduate Diploma in Education

Postgraduate Diploma in Education (PGDE)

C SCHOOL OF SCIENCE AND TECHNOLOGY

i. Agricultural Extension & Management

B.Sc. Agricultural Extension & Management

ii. Biology

B.Sc. Biology

iii. Chemistry

B.Sc. Chemistry

iv. Communication Technology

B.Sc. Communications Technology

v. Community Health

B.Sc. Community Health

vi. Computer Science

B.Sc. Computer Science

vii. Data Management

B.Sc. Data Management

viii. Environmental Science & Management

B.Sc. Environmental Science & Management

ix. Mathematics & Computer Science

B.Sc. Mathematics & Computer Science

xi. Mathematics

B.Sc. Mathematics

xii. Nursing Science

B.Nursing Science

xiii. Physics

B.Sc. Physics

D SCHOOL OF MANAGEMENT SCIENCES

i. Public Administration

M.PA. Public Administration

ii. Business Administration

M.BA. Business Administration

iii. Business Administration

PGD. Business Administration

iv. Public Administration

PGD. Public Administration

v. Finance Management

PGD. Finance Management

vi. Cooperative Management

B.Sc. Cooperative Management

vii. Entrepreneurial and Business Management

B.Sc. Entrepreneurial and Business Management

viii. Hospitality Management (Tourism Studies & Hotel & Catering)

B.Sc. Hospitality Management

ix. Accounting

B.Sc. Accounting

x Business Administration

B.Sc. Business Administration

Proposed

xi Public Administration

B.Sc. Public Administration

Proposed

xii Marketing

B.Sc. Marketing

Proposed

xiii Banking and Finance

B.Sc. Banking and Finance

Proposed

E SCHOOL OF LAW

- | | | | |
|-----|----------------------|---------------------------|--|
| i. | Law | LL.B. Law | |
| ii. | Legislative Drafting | PGD. Legislative Drafting | |

F SCHOOL OF AGRICULTURE

- | | | | |
|-------|--|--|------------------|
| i. | Animal Science | B.Sc. Animal Science | Proposed |
| ii. | Soil and Land Resource Management | B.Sc. Soil and Land Resource Management | Proposed |
| iii. | Crop Production and Protection Sciences | B.Sc. Crop Production and Protection Sciences | Proposed |
| iv. | Agricultural Extension and Rural Development | B.Sc. Agricultural Extension and Rural Development | Proposed |
| v. | Agricultural Economics and Agro Business | B.Sc. Agricultural Economics and Agro Business | Proposed |
| vi. | Aquaculture and Fisheries Management | B.Sc. Aquaculture and Fisheries Management | Proposed |
| vii. | Hotel and Catering | B.Sc. Hotel and Catering | Presently in SMS |
| viii. | Forestry | B.Sc. Forestry | Proposed |

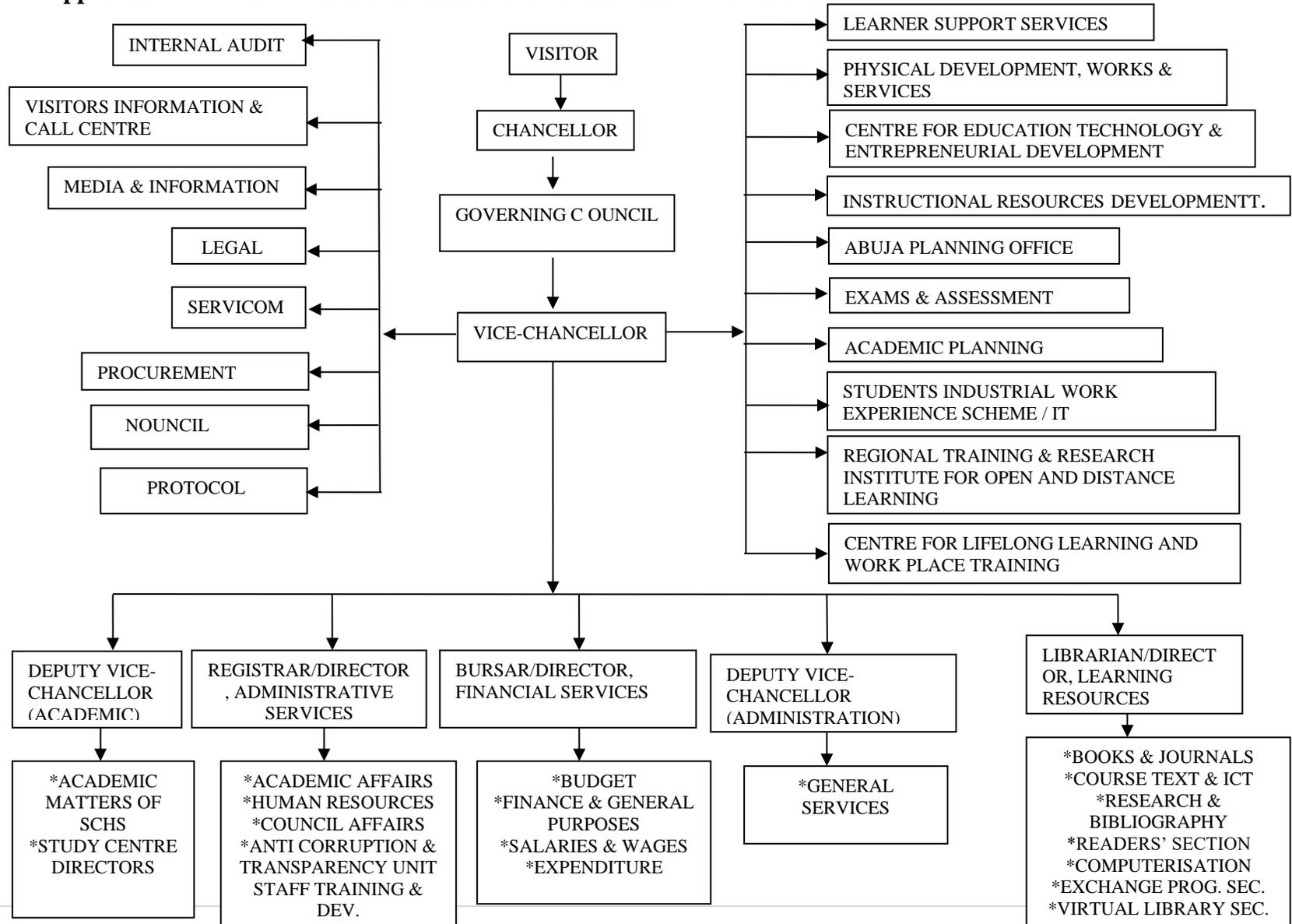
G SCHOOL OF HEALTH SCIENCES

- | | | | |
|-------|-----------------------------------|---|-------------------|
| i. | Nursing | B. Nursing Science | Presently in SS&T |
| ii. | Environmental Health | B.Sc. Environmental health | Proposed |
| iii. | Community Health | B.Sc. Community Health | Presently in SS&T |
| iv. | Health Information and Management | B.Sc. Health Information and Management | Proposed |
| v. | Psychology | B.Sc. Psychology | Proposed |
| vi. | Medical Laboratory Sciences | B.Sc. Medical Laboratory Sciences | Proposed |
| vii. | HIV/AIDS Education and Management | PGD HIV/AIDS Education and Management | Presently in SS&T |
| viii. | HIV/AIDS Management | M.Sc. HIV/AIDS Management | Proposed |

H CENTRE FOR LIFELONG LEARNING AND WORKPLACE TRAINING

- | | | |
|------|---|-------------|
| i. | Diploma in Christian Theology | Diploma |
| ii. | Diploma in Arabic and Islamic Studies | Diploma |
| iii. | Diploma in French | Diploma |
| iv. | Certificate in Christian Theology | Certificate |
| v. | Certificate in Arabic and Islamic Studies | Certificate |
| vi. | Certificate in French | Certificate |

Appendix 6: ORGANOGRAM OF THE NATIONAL OPEN UNIVERSITY OF NIGERIA



Appendix 7: Study Centres

S/N	Name of Director	Study Centre	Address and Telephone Number
1	Dr. Adebola Akinsanya	Abeokuta	Defunct SDP Secretariat, Okemosan, Abeokuta, Ogun State. Tel: 08035969238, 08033371691, 08033353760
2.	Dr. Matthias A. G. Akale	Abuja	Annex / Planning Office, No. 3, Dar-Es-Salaam Street, Wuse II, Abuja. Tel: 08037036567, 08023124361
3.	Dr. Joseph B. O. Olubodun	Ado-Ekiti	Government Housing Estate, Are Afao Road, Ado-Ekiti, Ekiti State. Tel: 08060755337, e-mail: adoekitistudycentre@noun.edu.ng
4.	Prof. Victor O. Adedipe	Akure	Oba Afinbiowo Estate, Idanre Road, Former Party Secretariat, Akure, Ondo State . Tel: 08037171262; 08033320842; 08033911236
5.	Dr. Rosemary Saidu	Awa-Ijebu Community	Kilometre 17, Ibadan – Ijebu Ode Road Off Sawmill, Awa Ijebu, Ogun State. Tel: 08034138580
6.	Dr. Nnaka Chibuogwu	Awka	Defunct Party Building, P.M.B. 2017, Abagana, Anambra State . Tel: 08037056993, 08046126108.
7.	Dr. Ahmed S. Gidado	Bauchi	Former NRC Building Federal Low Cost Housing Estate, Bauchi, Bauchi St . 08034047622, 08038053242, 07093315663, 08025598082
8.	Dr. Sunday E. Kolawole	Benin	Ikenwa Road (Old SDP Secretariat), Benin City, Edo State . <u>Tel: 08037270479, 08057608851, 08055221367; 08033501447 08036014356.</u>
9.	Dr. Edward E. O. Obi-Akatchak	Calabar	Women Development Centre, Ekpo Archibong Street (Parliament Building), Calabar, Cross River State . Tel: 08034000661, 08037083021
10.	Mr. Muhammad A. Machina	Damaturu	Former Amusement Park, Maiduguri Road, Damaturu, Yobe State . Tel: 08036148866, 08022032969, 08054912177, 07028175757
11.	Mr. Abdullahi Dogo Abubakar	Dutse	3rd Floor, Federal Government Secretariat, Kiyawa Road, Dutse, Jigawa State . Tel: 08063435153, 08028722780
12.	Prof. Patrick E. Eya	Enugu	Nike-Lake Road, Enugu Enugu State . Tel: 08035063322, 08053130530
13.	Mrs Marlin Y. Tiling	Gombe	Federal Low Cost, After All Saint College, P.M.B 136, Gombe, Gombe State . <u>Tel: 08036458586, 08023835176, 07032122189, 08054337992</u>
14.	Prof. Victor A. Adisa	Ibadan	Former Party Secretariat, Faith Clinic Road, Ijokodo Junction, Sango-Eleyele, PMB 5061, Ibadan, Oyo State . Tel: 08033358864, 08033911236, 08034448621
15.	Mrs. Esther A. Oyinloye	Ilorin	Kulende Housing Estate, Off Jebba Road, Ilorin, Kwara State .

16. Mrs. Eldah L. Bondima Jalingo Tel: 08035773770, 08033925539, 08033334161, 08033588161, 08033597996
Education Resource Centre, Taraba State Ministry of Education, Jalingo, **Taraba State**. Tel: 08038522810, 08088972413, 08039671300
17. Prof. Isaac S. R. Butswat Jos Former SDP Office along Loway International Hotel Road, Sabon Barkin, Jos, **Plateau State**. Tel: 08065992216, 08022852361, 08036050221.
18. Dr. Garba L. Nuhu Kaduna Old NETC Kaduna Campus by Trade Fair Complex, Zaria Road, Kaduna, **Kaduna State** Tel:08033334161, 08036196458, 062-316565
19. Dr. Danjuma Sani Kano Independence Road, Sauna, **Kano State**. Tel: 07065699577, 08068242153, 0805435561,
20. Dr. Musa Galadanci Katsina Opposite Katsina State House of Assembly, Kaita Road, Katsina, **Katsina State**. Tel: 08065279762, 08039254319, 08035941100
21. Prof. Dauda M. Enna Lafia Former Ministry of Science and Technology, off Makurdi Road, Lafia, **Nassarawa State**. Tel: 08036191606, 08026327378, 08056044331.
22. Dr. Adewale A. Olubiyi Lagos Nigeria Education Research Development Council (NERDC) Building, No. 3 – 4, NERDC Council Road, Agidingbi, Ikeja, Lagos. Tel: 08055272941, 08023210847, 08033029993, 08035839076, 08023600285, 08034081231
23. Mr. Joseph Imaji Shaibu Lokoja NOUN Study Centre, Defunct NRC Secretariat, Opposite Bishop Dennis College, Lokoja, Kogi State. **lokojacentre@nou.edu.ng**
08033429678, 08022692594, 08073406859. jshaibu@noun.edu.org
Baga Road, Maiduguri **Borno State**. Tel: 08023761070, 08023855016
24. Dr. (Mrs.) Na'omi Adamu Maiduguri
25. Prof. John Ortyoyande Makurdi Former NDE Office, Opp. Mechanic Village, Kanshio, Makurdi, **Benue State**. Tel: 08038182206, 08041177695, 08032063856
26. Dr. Francis N. Gana Minna NRC Party Office Off Bosso Road, Minna, **Niger State** Tel: 08035899214, 08059462297, 08029118060, 08036125998
27. Dr. Tony Durojaiye Alabi Ogori Community OgoriCommunity, Tel:08036205520 e-mail: tonyalabi@yahoo.com
28. Dr. (Mrs.) Oluyemisi O. Pitan Osogbo NOUN Study Centre, Beside St. Charles, Oke Odo, Former SDP Building, Ilesha Road, Oshogbo, Osun State . osogbocentre@nou.edu.ng
08030689935, lifeforte2000@yahoo.co.uk
29. Prof. James A. Alachi Otukpo 59/60 Upu Road, Otukpo, **Benue State**. Tel: 08035936950

- | | | | |
|-----|-------------------------------|--|--|
| 30. | Dr.(Mrs.) Rose Anekwe | Owerri | NOUN Study Centre, c/o Federal Polytechnic, Nekedi, Owerri/Aba Road, P.M.B 1036, Nekede, Owerri. owerri@nou.edu.ng , nounowerri2005@yahoo.com
anekwern@yahoo.com 08065758610 |
| 31. | Dr. Godpower A.I. Nwogu, JP | Port Harcourt | Rivers State College of Education, St John's Campus, Aba Road, PMB 5047, Port-Harcourt, Rivers State . Tel: 08033392374, 08023129891, 0807083021, 08037047388, 08055339173 |
| 32. | Dr. Mohammed Kwaire | Sokoto | Shehu Shagari College of Education, PMB 2129, Birnin Kebbi Road, Sokoto State
Tel 08065550424, 08035149362 |
| 33. | Dr. Christiana Uzoamaka Iwu | Umudike | National Root Crop Research Institute, PMB 7296, Umudike, Umuahia, Abia State . Tel: 08000084723, 08028339222, 08035925974, 08037518737 |
| 34. | Dr. Grace Masha Inyang | Uyo | 3 Mbaba Afia Street Off Aka Road, Uyo, Akwa-Ibom State Tel: 08035864487, 08070830121 |
| 35. | Mrs. Florence Abu | Yenagoa | Former Beautification Committee Office, House of Assembly Quarters, Road, Opposite 2 nd Gate Ekeki-Yenagoa, Bayelsa State . Tel:08035416315, 08036769473 |
| 36. | Dr. Amos Williams | Yola | Army Barracks Road, Yola, Adamawa State . Tel: 08035828761 |
| 37. | Dr. Oluwabusoye Akinbuwa | NOUN Special Study Centre for the Nigerian Army Sobi Cantonment, Ilorin | Army School of Education PMB 1410, Sobi Cantonment, Ilorin, Kwara State . Tel: 08035963326, 08023193051, 08037038599, 08033597996, |
| 38. | Group Capt. Willy Umaru (Rtd) | NOUN Special Study Centre for the Nigerian Airforce, Airforce Base, Kaduna | 325 Training Ground, Nigerian Airforce Base, Kawo, Kaduna State . Tel: 08033209870, 08058618553 |
| 39. | Dr. Femi Aiyepetu | NOUN Special Study Centre for the Nigerian Navy, NNS Quorra, Apapa, Lagos | Training Blk B, NNS Quorra, Marina Beach, Apapa, Lagos Tel: 08033068874 |
| 40. | Barr. Babakodong Ladan, MFR | NOUN Special Study Centre for the Nigerian Prisons Kirikiri, Lagos | Maximum Security Prisons, P.M.B 1012, Kirikiri, Apapa, Lagos. Tel: 08088961399 |

- | | | | |
|-----|-----------------------------------|---|---|
| 41. | Dr. Emmanuel Jerome Umoh | NOUN Special Study Centre for the Nigeria Immigration Service, Abuja | NOUN Study Centre, Pension Board Office, (immediately after Atlas Hotel) Secretariat Road Gwagwalada, Abuja
08036124002, 08023233468, emumoh@noun.edu.ng |
| 42. | Prof. Iliya S. Dongs | NOUN Special Study Centre for the Nigeria Security and Civil Defence Corps, Abuja | NSCDC Headquarters, Abuja Tel: 08033142196, 08033068874 |
| 43 | Dr. Aliyu Musa | Gusau | Federal College of Education, Gusau Tel: 08062246917 |
| 44 | Prof. Gregory O. Okagbare | Asaba | Federal College of Education, Asaba Tel: 08023504641 |
| 45 | Mrs. Hawa B.C. Hirki | Gulak Community | Community Study Centre, Gulak, Adamawa State. Tel: 08035995868 |
| 46 | Prof. Kingsley Owoniyi Ologe, OON | Iyara Community | NOUN Study Centre, (Defunct Party Building Secretariat) Iyara – Kabba Road
iyaracentre@yahoo.com
08037038354, 08077728566 kingsley_ologe@yahoo.com |
| 47 | Barr. Babakodong Ladan, MFR | NOUN Special Study Centre Prisons, Enugu | NOUN Special Study Centre, Nike Lake Road, Enugu State |
| 48 | Barr. Babakodong Ladan, MFR | NOUN Special Study Centre Nigeria Prisons, Port Harcourt | NOUN Special Study Centre, Port Harcourt Maximum Prisons, |
| 49 | Barr. Babakodong Ladan, MFR | NOUN Special Centre, Nigerian Prison, Abuja | NOUN Special Centre, Nigerian Prison, Abuja |

Appendix 8: PLANNING COMMITTEE MEMBERS

1. Prof. Femi Peters Chairman
2. Prof. Vincent B. Ogunlela Member Representing Academia
3. Mr Ukoha O. Igwe Member Representing Library and ICT
4. Prof. Justus Sokefun Member Representing Academia
5. Prof. Ibrahim Salawu Member Representing Academia
6. Dr. (Mrs.) Binta Dikko-Audu Member Representing Academia and CETED
7. Dr. Madu Galadima Member Representing ICT
8. Dr. Olubiyi Adewale Member Representing Study Centre Directors
9. Dr. (Mrs.) Omolara Olaniyi Member Representing Academia
10. Dr. Mande Samaila Member Representing Academia
11. Mr. Ernest Odeigah Member Representing Bursary
12. Engr. Smart Abulu Member Representing Physical Planning
13. Ms Tayo Olowola Member Representing Registry
14. Mrs. Margaret Merari Member Representing Registry
15. Mrs. Edeama Onwuchekwa Member Representing Library
16. Mr. Kolawole Mosugu Member Representing Secretariat