



**NATIONAL OPEN UNIVERSITY OF NIGERIA**

# **STRATEGIC PLAN 2018-2023**

**NATIONAL OPEN UNIVERSITY OF NIGERIA  
HEADQUARTERS  
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## **Vision Statement**

To be regarded as the foremost University providing highly accessible and enhanced quality education anchored by social justice, 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.

## **NOUN Anthem**

National Open University of Nigeria  
Determined to be the foremost university in Nigeria  
Providing highly accessible  
And enhanced quality education  
Anchored on social justice  
Equity, equality and national cohesion

Come to NOUN  
For functional, cost effective and flexible learning  
That adds lifelong value  
For all who yearn  
For quality education  
And for all who seek knowledge

## **PREFACE**

The National Open University of Nigeria (NOUN) was established on 22nd July 1983, following the enactment of the National Open University ACT CAP 6 Laws of the Federation of Nigeria (LFN), 1999. The importance of open education as an option for educational planners in Nigeria cannot be over-emphasized. This is because, with the rapidly growing national demand for university education, dwindling financial resources and increasing education, the country stands to reap tremendously from this mode of learning.

The Act establishing the University was suspended on 25<sup>th</sup> April 1984, but was lifted in 2001 (17 years after) by the Federal Government of Nigeria. This led to new policy engineering which resulted in the rebirth of the University (NOUN) on 1st October 2002.

National Open University of Nigeria is the first of its kind in West Africa. It has seventy-eight (78) Study Centres nationwide and over five hundred thousand (500,000) students; irrefutably, the National Open University of Nigeria is the largest tertiary education institution in Nigeria, and perhaps in the West Africa sub-region. The University has over the years, contributed immensely to national and global development through the production of quality human resource. The University pursuant to its' renewed commitment to continuously deliver quality service has designed a strategic plan of action, covering five years. The Strategic Plan of Action which covers the vision, mission and objectives outlines the strategic goals and action plan fashioned to achieve the university mandate.

The Strategic Plan is a product of careful collection and collation of submissions made by all academic and administrative units of the university. They were thereafter, subjected to a robust intellectually stimulating debate following which a consensus was reached leading to the final draft of the submissions contained in the Action Plan.

I am confident that if the Strategic Plan is properly implemented, it will take the University and indeed Nigeria's higher education to a greater height.

**Prof. Abdalla Uba Adamu**  
Vice-Chancellor

## **I.0 THE NATIONAL OPEN UNIVERSITY OF NIGERIA**

In line with the Federal Government of Nigeria's renewed commitment to increase access to education, the National Open University ACT Cap 6 Laws of the Federation of Nigeria 1999 was enacted, leading to the establishment of the National Open University of Nigeria (NOUN).

The objects of the University are to:

- Encourage the advancement of learning throughout Nigeria by means of tuition carried out mainly by use of multimedia and closely supplemented by face to face contacts, as well as by occasional seminars, tutorials and counseling services, organised through a network of local study centres, and to hold out to all persons without any form of discrimination, the opportunity of acquiring a higher and liberal education.
- Provide courses of instruction and other facilities for the pursuit of learning in all its study centres for the learning of all persons, especially those who may not by the nature of their special circumstances enroll for residential full-time university education.
- Encourage and promote scholarship and conduct research in all fields of learning and human endeavours.
- Relate its activities to the social, cultural and economic needs of Nigerians.
- Undertake any other activities appropriate for Open and Distance Learning (ODL) Institutions.

The University presently has eight (8) Faculties, namely, Agricultural Sciences, Arts, Education, Health Sciences, Law, Management Sciences, Sciences and Social Sciences collectively running seventy-seven (77) academic programmes, comprising forty-eight (48) undergraduate and twenty-nine (29) postgraduate programmes. It also has a well-established School of Postgraduate Studies running a wide range of Postgraduate Diploma, Masters and PhD programmes. The University has a total of 3,580 staff distributed across the above faculties and non-teaching units.

## **2.0 MANDATES OF THE NATIONAL OPEN UNIVERSITY OF NIGERIA**

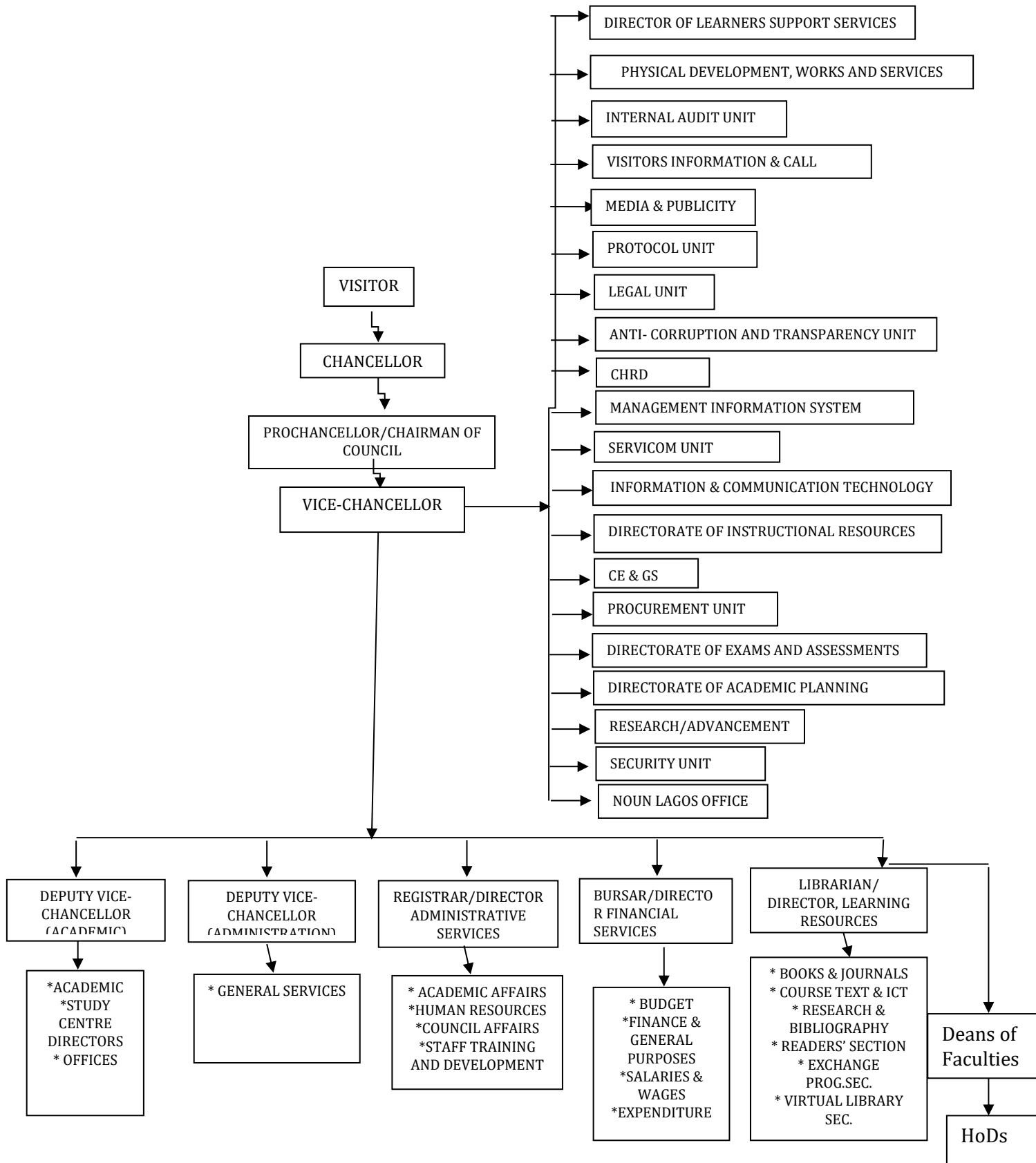
The mandates of the National Open University of Nigeria are to:

- i. Ensure equity and equality of opportunities for university education to all Nigerians.
- ii. Play a critical role in the reduction of illiteracy level in the world and especially in Nigeria by expanding access to university education.
- iii. Promote education for all and lifelong learning for all.
- iv. Provide a platform for the entrenchment of global learning culture.
- v. Provide instructional resources through intensive and efficient deployment and utilisation of information and communication technology.
- vi. Provide flexible, cost effective and quality education.
- vii. Eliminate the inconveniences and challenges associated with access to and delivery of quality education.

## **3.0 NOUN CORE VALUES**

- Open access to university education to all Nigerians and interested foreigners, including the physically challenged.
- Flexibility of learning, using an array of innovations to suit the wide range of learners.
- Quality of programmes, teaching, learning, research, publications and graduate.
- Maintain and sustain excellence through the deployment of state-of-the-art technology and strengthen the nexus between theory and practice.
- Adherence to best practices and all extant laws, guidelines and regulations in delivering the single mode learning.

## 4.0 NOUN ORGANISATIONAL STRUCTURE ORGANOGRAM OF THE NATIONAL OPEN UNIVERSITY OF NIGERIA





## **PRINCIPAL OFFICERS, DEANS AND DIRECTORS**

### **PRINCIPAL OFFICERS**

Professor Abdalla Uba Adamu	Vice-Chancellor
Professor Justus Sokefun	Deputy Vice-Chancellor (Administration)
Professor Joy Eyisi	Deputy Vice-Chancellor (Academic)
Mr. Idako Felix Edoke	Registrar
Mr. Ernest Odeigah	Bursar
Dr. Adam Gambo Saleh	University Librarian

### **DEANS**

Prof. Samaila Mande	Dean, School of Postgraduate Studies
Prof. Grace Jokthan	Dean, Faculty of Agricultural Sciences
Prof. Doris L. Obije	Dean, Faculty of Arts
Prof. Uchenna S.A. Osuji	Dean, Faculty of Education
Prof. Okoli Chidiogo Grace	Dean, Faculty of Health Sciences
Dr. Adakole Eje Odike	Dean, Faculty of Law
Dr. Samson B. Osoba	Dean, Faculty of Management Sciences
Prof. Monioluwa O. Olaniyi	Dean, Faculty of Sciences
Dr. Ganiyat A. Adesina-Uthman	Dean, Faculty Social Science

### **DIRECTORS**

Prof. Patrick Eya	Director, Regional Training and Research Institute for Open and Distance Learning
Prof. Nebath Tanglang	Director, Academic Planning
Prof. Sam O. Smah	Director, Students Industrial Work Experience Scheme
Prof. Gregory O. Okagbare	Director, Learners Support Services
Prof. Godwin Akper	Director, Examinations and Assessment
Prof. Stanley N. Ngoa	Director, Olusegun Obasanjo Centre for African Studies
Prof. Christine Ofulue	Director, Research Administration and Advancement
Dr. Muhtar H. Allhassan	Director, Management Information System
Dr. Madu Galadima	Director, Information Communication Technology
Arc. Abubakar Y. Alfa	Director, Physical Development, Works & Services

## **5.0 VISION**

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

## **6.0 MISSION**

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

## **7.0 STRATEGIC GOALS FOR 2018-2023**

- i. Rapidly expand access to University Education and lifelong learning.
- ii. Establish demand-driven academic programmes relevant to national and global needs.
- iii. Create/Expand linkages with other universities and industrial concerns.
- iv. Efficient and effective teaching, research and community service.
- v. Effective use of contemporary innovations and technologies in service delivery, including robust e-learning facilities.
- vi. Promote internationalisation. (Collaborations/linkages, attracting international students).
- vii. Increase the Internally Generated Revenue (IGR) of the University as well as effective mobilisation of external aid.
- viii. Commencement of postgraduate programmes in all the components of the undergraduate programmes.
- ix. Provision and of career support services to students for the world of work.
- x. Provision and maintenance of physical infrastructure for adequate learning environment for students.
- xi. Generate accurate data for quality planning.
- xii. Maintenance, Upgrade and expansion of ICT infrastructure as well as broadband internet connectivity.
- xiii. Facilitate the establishment of Study Centres within and outside Nigeria.
- xiv. Effective utilisation of the array of its alumni.
- xv. Establishment of Centres of Excellence.

## **8.0 PLANNING ASSUMPTIONS**

1. All necessary facilities are available and functional.
2. Staff of the various arms of the University have the intellectual capabilities, competencies, skills and expertise required to carry out their responsibilities.
3. All staff would work efficiently and effectively, towards the delivery of assigned responsibilities with appropriate supervision.
4. Adequate funds would be available for all activities in good time.
5. There is a robust ICT infrastructure, e-learning and e-library resources that would be deployed optimally for teaching, learning, research and publications.
6. Availability of incentives that would encourage and propel staff to optimise their capabilities in the workplace.
7. External factors could disrupt ongoing projects and programmes.
8. ICT literacy, application and proficiency are at its highest level for both the staff and students.

## **9.0 THE STRATEGIC PLANNING PROCESS**

In keeping to his renewed commitment to reposition the National Open University of Nigeria with a view to giving it a proper place in the Committee of Open Universities, the Vice-Chancellor, Prof. Abdalla Uba Adamu, and Management of the University unanimously agreed to develop a 5-year (2018-2023) Strategic Plan.

This quinquennial plan, which had been painstakingly put together, underpins deliberate/ongoing efforts by the Vice-Chancellor towards taking the University to greater heights. The plan would undeniably provide NOUN with the necessary guidance pursuant to the attainment of its mission, vision and set goals.

For proper articulation and conceptualization of the Vice-Chancellor's re-engineering process, a Central Strategic Planning Committee was established. Also, a Consultant was appointed to help drive the entire process. Thus, in order to produce a people-oriented document, all segments of the University (teaching and non-teaching) participated in briefing sessions and interactions on the strategic planning process, with a view to establishing a consensus on good practices for the future of the University. This was to ensure wide participation of all the critical stakeholders.

Submissions from all segments of the University constituted the input with which the Central Planning Committee prepared a detailed draft for the University's scrutiny, and input/comments. The document was subsequently reviewed by the Consultant, after which a final meeting was

held with the Vice-Chancellor and other Principal Officers of the University.

The document also contains Plans of Action detailing the steps to be taken by the University in the next 5 years. The Action Plan includes, among, others, the cost estimates for implementation.

For appropriate application of the Strategic Plan, a Strategic Plan Implementation Committee would be set up to supervise the implementation and periodically monitor and evaluate progress, for optimisation of results.

## 10.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

### ANALYSIS

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"><li>• Flexible learning system and inclusiveness.</li><li>• Numerous Study Centres acting as mini-Campuses for the University.</li><li>• Large student population.</li><li>• Academic programmes with full accreditation status.</li><li>• Dynamic and effective leadership.</li><li>• Available ICT facilities and Internet connectivity.</li><li>• Strong collaboration with professional bodies and relevant regulatory Institutions.</li><li>• Qualified and competent Academic, administrative and technical staff.</li><li>• Conducive work and learning environment.</li><li>• Team spirit and camaraderie amongst staff.</li><li>• Strong alumni base.</li><li>• Functional support Directorates, such as the Learner-Support Services, Management Information System (MIS), Directorate of Examinations and Assessment (DEA), Student Industrial Work Experience Scheme (SIWES), Library, and Learning Content Management.</li><li>• Wide acceptability of NUON learning resources.</li><li>• Standard assessment methods.</li><li>• Wide acceptability and Usage of NOUN learning resources.</li></ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"><li>• Irregular review/update of instructional materials.</li><li>• Inadequate bandwidth leading to interrupted Internet connectivity.</li><li>• Lack of standard laboratories such as (Forensic, Econometric, Communication and Simulation laboratories) and</li><li>• Inadequate research centres such as (teaching and research farm, among others).</li><li>• Poor linkages and collaboration with the industry and relevant foreign institutions and agencies.</li><li>• Inadequate office space and office equipment.</li><li>• Skill gaps among staff.</li><li>• Weak monitoring of study centres</li><li>• Inadequate facilitation at the Study Centres.</li><li>• Inadequate Internally Generated Revenues (IGR).</li><li>• Inadequate system evaluation.</li><li>• Poor remuneration.</li></ul>
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**OPPORTUNITIES**

- Direct funding from Government.
- Benefits from Tertiary Education Trust Fund (TETFund) intervention.
- Great opportunities to attract grants for teaching, staff development and research from international development partners.
- Student intake not limited by regulatory body.
- Funding of endowment by Alumni Association and other interested parties.
- Collaboration and linkages.
- Networking with other Open Universities to enhance sharing of common educational resources.

**THREATS**

- Competition with conventional universities.
- Difficulty in employing and retaining senior academics
- Unstable public power supply.
- Inadequate government funding.
- Inadequate national Information Technology (IT) infrastructure.
- Poor public awareness of ODL mode of learning.
- Erratic public power supply.

## 11.0 SWOT ANALYSES LOGFRAME MATRIX

S/N	STRENGTH	ENHANCEMENT	SUSTAINANCE	UTILISATION
1	Large student population	-Continuous awareness creation on the acceptability and effectiveness of ODL as a recognised mode of study. - eliminating impediments towards students' enrolment. -Secure Confidence of Students.	- Establishment of quality and demand-driven programmes. -Production of globally competitive graduates. - Efficient and effective service delivery by staff. - Adherence to academic calendar	- Strong Alumni Association for possible give- back to the society and image making -Strong employers rating of the Institution's graduates.
2.	Academic programmes with full accreditation status.	-Compliance with extant quality assurance regulations. -Continuous engagement of competent academic staff and sustained capacity building. -Functional Academic support Units.	Continuous review of curricula and update of relevant human and material resources, including IT infrastructure and instructional materials in multi-media format.	-Quality teaching and learning. -Increased student enrolment. Production of quality graduates.
3.	Dynamic leadership.	-Exposure to contemporary management practices. -Positive disposition to work by staff, including team work and enhanced efficiency and effectiveness.	Motivation, loyalty, institutional support and mutual respect.	Sustained effective and efficient mentoring.
4.	Available IT facilities and internet connectivity.	Adequate investment, proper deployment and utilization.  Functional IT Policies and Structure.	Upgrading of IT and internet facilities as well as professional capacity development of staff.	Enhanced organizational efficiency and effectiveness

<b>S/N</b>	<b>STRENGTH</b>	<b>ENHANCEMENT</b>	<b>SUSTAINANCE</b>	<b>UTILISATION</b>
5.	Strong collaboration with stakeholders, professional bodies, and relevant Institutions.	Regular interaction	Effective and efficient response mechanism.	Meeting the University's set goals and objectives.
6.	Qualified and competent faculty, administrative and technical staff.	-Staff motivation, welfare and training. - Exposure of teaching staff to academic gatherings. -Training and retraining of administrative and technical staff. -Institutionalization of mentorship, across board -Drafting and Implementation of schedule of duty/ assignment of responsibilities to all staff.	-Effective and efficient Appointment and Promotion Committees for teaching and non-teaching staff. -Quality mentoring, across board, for optimal productivity.  Adhering to laid down rules and regulations.	Appropriate deployment and utilisation of available human resource. -quality delivery of services. -Enhance student progression, Secure the confidence of learners.
7.	Flexible learning system and inclusiveness.	Providing access to all eligible candidates.	-Quality investment, deployment and utilization of available ICT and internet connectivity facilities. -Constant maintenance and updating of relevant facilities to guarantee functionality.	Expanding access to university education.
8.	Team spirit amongst teaching, technical and administrative staff.	Mutual respect, accountability, loyalty and transparency.	Fairness, equity and adherence to due process.	-Quality service delivery -Attainment of Institutional goals and objectives.



<b>S/N</b>	<b>STRENGTH</b>	<b>ENHANCEMENT</b>	<b>SUSTAINANCE</b>	<b>UTILISATION</b>
9.	Conducive work and learning environment.	Adequate funding and deployment of efficient maintenance staff.	Proper maintenance culture.	Improved efficiency.
10.	Strong alumni base.	-Annual update of graduates. -Keep track of all alumni. -Show commitment to the activities of the Alumni Association	-Ensure the participation of the Alumni body in important events organized by the University. - Appoint a capable Alumni Desk Officer. - Judicious use of financial resources. -Employment and deployment of capable staff.	Enhancement of the University's image. Improved financial base of University through alumni- giving and endowments.
11.	Functional academic support units such as Learners Support Services Student Industrial Work Experience Scheme (SIWES), Library, Management Information Systems, and Learning Content Management.	-Maintenance and update/upgrade of Library, educational resources and IT infrastructure -Promotion of Reading and research culture -Strong career and counseling personnel	-Deployment of quality staff. -Effective collaboration with the National Universities Commission (NUC) & Industrial Training Fund (ITF)	-Mobilization of SIWES programme for field exposure. -Production of quality graduates
12.	Availability of course materials for learning in all programmes.	Regular review of course materials. Proper inventory of course materials.	Engagement of quality and competent faculty. Capacity building for staff of the library. -Regionalization of Course Materials Distribution.	Effective facilitation in all the Study Centres.

## WEAKNESSES

S/N	WEAKNESS	EFFECT	ELIMINATION	MINIMISING
1	Irregular review/update of instructional materials.	Impedes quality delivery of lectures and learning by students.	Regular review/update of instructional materials.	Introduce and implement appropriate policies on timely review of all instructional materials.
2.	Inadequate bandwidth leading to low throughput.	-Impedes learning activities.	Improvement on the available bandwidth after a thorough needs assessment.  Deployment of Broadband connection.	-Expansion of bandwidth. -Engagement of efficient Internet Service Provider (s). -providing alternative source of internet connectivity.
3.	Inadequate standard laboratories and studios for research and teaching.	Impedes quality teaching, learning and research capacity. Low hands-on capacity of students. Poor graduate output.	-Provision of well-equipped laboratories. -Proper budgetary allocation and priority in the utilization of available funds.	Proper budgetary allocation and priority in the utilization of available funds. Intervention from funding agencies including TETFund and Development Partners. Signing of MoUs with Organisations and Institutions with standard laboratories. Intervention of foreign agencies

<b>S/N</b>	<b>WEAKNESS</b>	<b>EFFECT</b>	<b>ELIMINATION</b>	<b>MINIMISING</b>
				Provision virtual and mobile laboratories
4.	Inadequate linkages and collaboration with the industry and relevant foreign institutions/agencies.	Impedes access to available research grants and opportunities.	Organise programmes/events/activities that would Strengthen linkages and collaboration.	Develop implementable Memoranda of Understanding (MoU).
5.	Skills gap among staff.	Constitute a drawback in the attainment of set goals.	-Regular internal manpower needs assessment. -Capacity building to bridge identified gaps	Deployment of staff based on competencies, skills and expertise.
6.	Inadequate office space and equipment.	Lower staff morale and performance.	Increase number of the available office spaces. Provide conducive work environment and state-of-the-art work stations.	Deliberate policy to continuously improve office space and equipment. Attitudinal change towards maintenance culture by staff.
7.	Weak monitoring of teaching at the Study Centres.	impedes quality service delivery. Inefficient use of available facilities	Regular monitoring.	Strengthen Monitoring and Evaluation (M&E).

<b>S/N</b>	<b>WEAKNESS</b>	<b>EFFECT</b>	<b>ELIMINATION</b>	<b>MINIMISING</b>
8.	Inadequate facilitation at the Study Centres.	Reduces quality of performance.	Provide resources and infrastructure that would enhance facilitation at all levels.	Strengthen Monitoring and Evaluation (M&E). Provide instrument for effective monitoring
9.	Inadequate number of academic staff in some programmes.	-Limits skill acquisition. -Reduces quality and quantity of research outputs and academic performance.	Institute a selection process to fill identified skill gaps.	-Employment based on needs.

### **OPPORTUNITIES**

<b>S/N</b>	<b>OPPORTUNITIES</b>	<b>PROBABLE DURATION</b>	<b>CONSTRAINTS</b>	<b>HARNESSING</b>
1.	Direct funding from government.	Continuous	-Poor budget performance. -Lack of Accountability, probity and transparency.	Judicious use of public funds through due process.
2.	Availability of intervention fund such as TETFund and NEEDs Assessment	Continuous	Dwindling revenue from the contributing companies. Meeting the conditions of accessing the funds.	-Judicious/proper application and retirement of all funds.
3.	Opportunities to attract grants for teaching, staff development and research.	Continuous	-Lack of awareness on existing granting bodies. - Inadequate capacity to attract grants.	-Strengthening of Research and Development Directorate. -Regular workshops on writing grant winning proposals.

<b>S/N</b>	<b>OPPORTUNITIES</b>	<b>PROBABLE DURATION</b>	<b>CONSTRAINTS</b>	<b>HARNESSING</b>
				-Collaboration with institutions with similar mandates.
4.	Increasing student enrolment.	Continuous	Inadequate facilities to accommodate the increasing number of students.	- Establishment of more Study Centres. -Provision of adequate facilities, including broadband. -Availability of adequate instructional materials for teaching and learning in multi-media format.
5.	Funding of endowment by Alumni Association and other interested parties.	Continuous	Infrequent interaction with alumni and other interested parties.	Frequent and sustained interaction with alumni and other parties to explore possibilities for funding endowments.
6.	Collaboration and linkages.	Continuous	Infrequent interaction with relevant agencies within and outside the country.	Development of a strong synergy with relevant agencies.
7.	Networking with other Open Universities to enhance sharing of common educational resources.	Continuous	Infrequent interaction with other Open Universities.	Development of a strong network with other sister Open Universities to enhance sharing of common educational resources.

## THREATS

S/N	THREAT	EFFECTS	MINIMISING	ELIMINATING
1.	Prevailing competition with conventional universities.	Impedes high enrolment	Provision of quality service delivery.  Advocacy of Academic achievements.	-Competition can't be eliminated it, but the University will positively continue to harness it. -Leverage competition to improve service delivery. Strengthen area of comparative advantage
2.	Inadequate number of qualified senior academic.	Impedes programmes quality	Provision of incentives that would attract world-class faculty. Institutionalisation of mentorship programme.	Promotion of best practices in human resource management, staff motivation and development.
3.	Lack of clean and stable power supply.	Disrupts academic activities and increase running cost by using generators/power plant(s). Diminishes public confidence on the ODL mode, thus impeding enrolment.	Provision of mega substation for steady power supply. - Provision of alternative sources of power supply.	-Adequate budgetary allocation for power. Regular supply of power.
4.	Inadequate government funding.	Impedes achievements of set goals	Appropriation and application of resources based on scale of preference.	-Realistic budgetary allocations.

				<ul style="list-style-type: none"> <li>- Timely release of budgetary allocations.</li> <li>- Exploring other sources of alternative sources of income.</li> </ul>
5.	Low enrolment in some programmes	<p>Reduces enrolment and underutilization of available carrying capacity.</p> <p>Lead to waste of resources.</p>	Provision of incentives to encourage enrollment into the effected programmes.	<p>Advocacy.</p> <p>Signing of MoUs with relevant organisations to boost public confidence.</p>
6.	Weak national Information Technology (IT) infrastructure.	Impedes attainment of set goals and objectives	Improvement on available adequate IT infrastructure in Nigeria	Formulation of a National IT policy for Nigeria
7.	Inadequate public awareness and perception of ODL mode of learning.	Discourages the employment of graduates of the University with attendant effect on the sustainability of the University	<ul style="list-style-type: none"> <li>-Sustained engagement with employers of labour.</li> <li>-Advocacy.</li> </ul>	Formulation of a national policy to discourage the prevailing discrimination by employers of labour against NOUN graduates.

## PLAN OF ACTION

GOAL	OBJECTIVE	STRATEGY/METHODOLOGY	COST (₦)	IMPLEMENTER/ LIAISING AGENCIES	TIME LINE
Rapidly expand access to University Education and lifelong learning.	To provide opportunities to earn a University degree, Diplomas and Certificate.	<ul style="list-style-type: none"> <li>i) Enhance enrolment in all academic programmes of the University.</li> <li>ii) Carryout vigorous advocacy on the advantages of ODL as a mode of learning.</li> <li>iii) Establish more Study Centres especially in the Local Government Areas.</li> <li>iv) Investment in IT infrastructure.</li> </ul>	2Billion	NOUN, NUC and JAMB  NOUN  NOUN  NOUN, NITDA, NCC, Telecom Service Providers, ISP, LGA.	2018-2023
Establish demand-driven academic programmes relevant to national and global needs.	<ul style="list-style-type: none"> <li>i) Produce quality graduates.</li> <li>ii) Provide relevant data for national manpower planning.</li> </ul>	<ul style="list-style-type: none"> <li>i) Periodic review of existing curricula.</li> <li>ii) Introduction of new/emerging disciplines/programmes.</li> <li>iii) Needs Assessment.</li> </ul>	200Million	NOUN & NUC  NOUN & NUC  NOUN,NBS, NAISA	2018-2023
Create/Expand linkages with other universities and industrial concerns.	<ul style="list-style-type: none"> <li>i) To achieve better synergy in teaching and research</li> <li>ii) To explore available opportunities to foster quality partnership with</li> </ul>	Confer with relevant stakeholders in areas of mutual interests, and develop Memoranda of Understanding (MoUs) Create and expand linkages with other universities.	30Million	NOUN	2018-2023



<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY/METHODOLOGY</b>	<b>COST (₦)</b>	<b>IMPLEMENTER/ LIAISING AGENCIES</b>	<b>TIME LINE</b>
	key players in the Private Sector. Strengthen the legal unit.	Strengthen the Legal Unit and Directorate of Research Administration and Advancement.			
Efficient and effective teaching, research and community service.	i) To produce quality graduates. ii) To develop research capacity. iii) To contribute to Knowledge base economy.	i) Continuous engagement and sustenance of quality and experienced academic. ii) Training and retraining of staff. iii) Establishment of Centres of Excellence. iv) Development of interactive multimedia learning materials	5Billion	NOUN  NOUN, Partners and donor Agencies	2018-2023
Ensure the efficient use of contemporary innovations and technologies in service delivery.	To deliver quality University education and effective services to students	i) periodic upgrade IT facilities in the Main Campus and at the Study Centres ii) Frequent Expansion of existing bandwidth. iii) continuous Engagement of quality Information Technology (I.T) professionals	5Billion	NOUN	2018-2023

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY/METHODOLOGY</b>	<b>COST (₦)</b>	<b>IMPLEMENTER/ LIAISING AGENCIES</b>	<b>TIME LINE</b>
Excellent academic programmes.	-To ensure that all academic programmes and graduate are of high quality.  To ensure that graduate produced are competitive	i) To put in place policies for the attainment of full Accreditation Status for all programmes.  ii) Strengthening the Directorates of Academic Planning and Quality Assurance mechanisms.	2Billion	NOUN & NUC  NOUN & NUC  NOUN	2018-2023
Promote internationalisation	To give the University global visibility.  To increase subscription of foreign students and partners	i) Establish useful cooperation with relevant foreign Universities and Agencies. ii) Improve the parameters for ranking of university. iii) Constant uploading of information and issues of NOUN on the internet.	500Million	NOUN	2018-2023
Increase the Internally Generated Revenue (IGR) of the University.	To boost the IGR of the University in view of inadequate funding from its proprietor.	Pursue R& D and patenting/copyright, consultancy and Establishment of Commercial outlets. Developing idea policy.		NOUN	2018-2023

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY/METHODOLOGY</b>	<b>COST (₦)</b>	<b>IMPLEMENTER/ LIAISING AGENCIES</b>	<b>TIME LINE</b>
Expansion of postgraduate programmes.	i) To improve access to acquisition of higher degrees. ii) To provide a building capacity pool.	Provision of all resources necessary for the commencement of postgraduate programmes.  Use of centre of excellent to address emerging challenges.	500Million	NOUN and NUC	2018-2023
Provision of career support services. for the world of work.	To offer advice to students on possible career paths.	Training career experts.  Employment of career experts.	10Million	NOUN	2018-2023
Generate accurate data for qualitative planning.	To utilize empirical data for quality planning.	To develop, maintain sustain a centralize data base of staff, students and material resources.	100Million	NOUN	2018-2023
Maintenance and upgrading of IT facilities.	To provide Uninterrupted teaching and learning in the Main Campus and the Study Centres.	Maintenance and expansion of broadband internet facilities for improve productivity.	5Billion	NOUN	2018-2023
Mobilization for eligible graduates for the 1year mandatory national youth service core, i.e. NYSC.	To work with all relevant agencies for the mobilization of eligible graduates.	Liaise with NYSC, NUC, the Federal Ministry of Education (FME) and JAMB	1Million	NOUN, NYSC, NUC, FME and JAMB	2018-2023
Mobilise external aid.	To identify sources of external aid to	Constantly develop capacity for writing grant winning proposals and	100 Million	NOUN	2018-2023

<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGY/METHODOLOGY</b>	<b>COST (₦)</b>	<b>IMPLEMENTER/ LIAISING AGENCIES</b>	<b>TIME LINE</b>
	Universities, especially Open Universities and evolving a coordinated effort for harnessing funding from such sources.	entrenching transparency, probity and accountability in the management of grants.			
Strong alumni base.	-Annual update of graduates. -Keep track of all alumni. -Show commitment to the activities of the Alumni Association	-Ensure the participation of the Alumni body in important events organized by the University. - Appoint a capable Alumni Desk Officer. - Judicious use of financial resources. -Employment and deployment of capable staff.	20Million	NOUN	2018-2023

## **12.0 IMPLEMENTATION, FUNDING, MONITORING AND EVALUATION, AND SUSTAINABILITY**

### **Implementation**

To implement the Plan of Action, a Committee to be known as National Open University of Nigeria (NOUN) Strategic Plan Implementation Committee (NOUNSPIC) should be set up under the chairmanship of the Vice-Chancellor with representation from all the Faculties/Directorates and the Registry Department. The Committee is expected to be submitting a quarterly report to the Management.

### **Funding**

It is expected that adequate provision will be made for the components of this strategic plan in the annual budget proposal of the university to the government.

### **Monitoring and Evaluation**

A monitoring mechanism should be established through which progress recorded could be measured. Every component of the Strategic Plan has a timeline, which should form one of the bases for evaluating the plan. A feedback mechanism should be established to apprise Management of progress, problems or constraints encountered in the process of implementation. Advisedly, mid-term and end-of-term evaluations should be carried out.

### **Sustainability**

At the end of this 5-year Strategic Plan, all the components and activities ensuing from it should be integrated into the administrative structure of the University, as part of the routine administration.