



Covenant University

# STRATEGIC PLAN

## Vision 10:2022



2018-2022



Covenant University

# **STRATEGIC PLAN**

## **Vision 10:2022**

## **2018-2022**

*“Act Locally, Impact Globally”*

VISION 10: 2022



ONE  
OF 10 IN  
TEN

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“  
Excellence is doing  
ordinary  
things extraordinarily well.”



## **THE CHANCELLOR**



**DR. DAVID O. OYEDEPO**

Chancellor, Covenant University and Chairman, Board of Regents

**THE VICE-CHANCELLOR**



**PROF. AAA. ATAYERO**

Vice-Chancellor,  
Covenant University

**COVENANT UNIVERSITY PRINCIPAL OFFICERS**

**PROF. ATAYERO ADEREMI AARON-ANTHONY**  
VICE-CHANCELLOR

**PROF. CHINEDU SHALOM NWODO**  
DEPUTY VICE-CHANCELLOR

**DR. OLUDAYO OLUMUYIWA AKINROLE**  
REGISTRAR

**MR. SUNDAY RAYMOND ABAYOMI**  
DIRECTOR FINANCIAL SERVICES

**DR. IDIEGBEYAN-OSE JEROME**  
AG. DIRECTOR, CENTRE FOR LEARNING RESOURCES

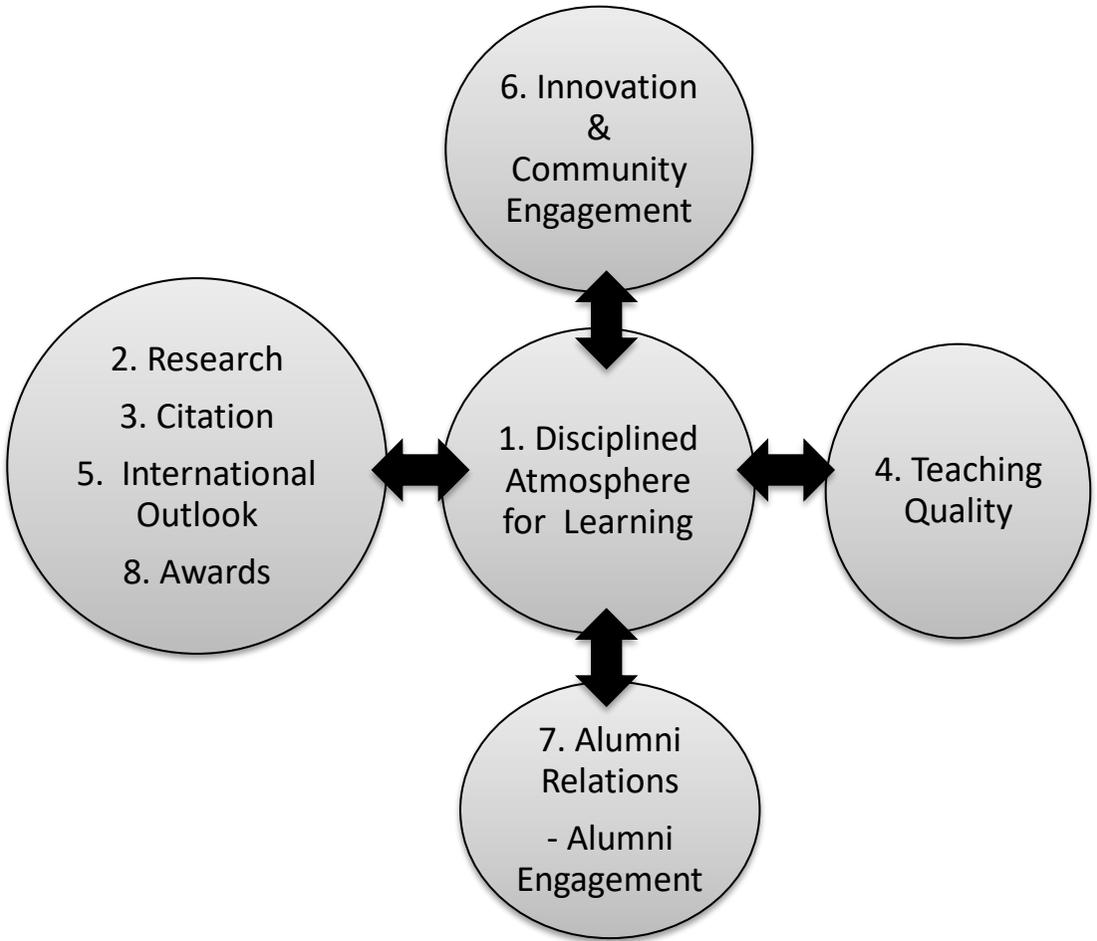
DIRECTOR, PHYSICAL PLANNING AND DEVELOPMENT

**DR. ANAKE TIMOTHY ASHIBEL**  
DEAN, STUDENTS' AFFAIRS

**PASTOR OMIDIORA OLUWASEGUN**  
UNIVERSITY CHAPLAIN

# EXECUTIVE SUMMARY

## Vision 10:2022



Vision 10:2022 was originally conceived as an 8-point agenda numbered 1 to 8 with 16 actionable goals. The Vision is aimed at getting the University listed among the top ten universities in the world within a ten-year period (2012-2022). This is christened “1 of 10 in 10”. The goals are succinctly presented in Table 1.1 below.

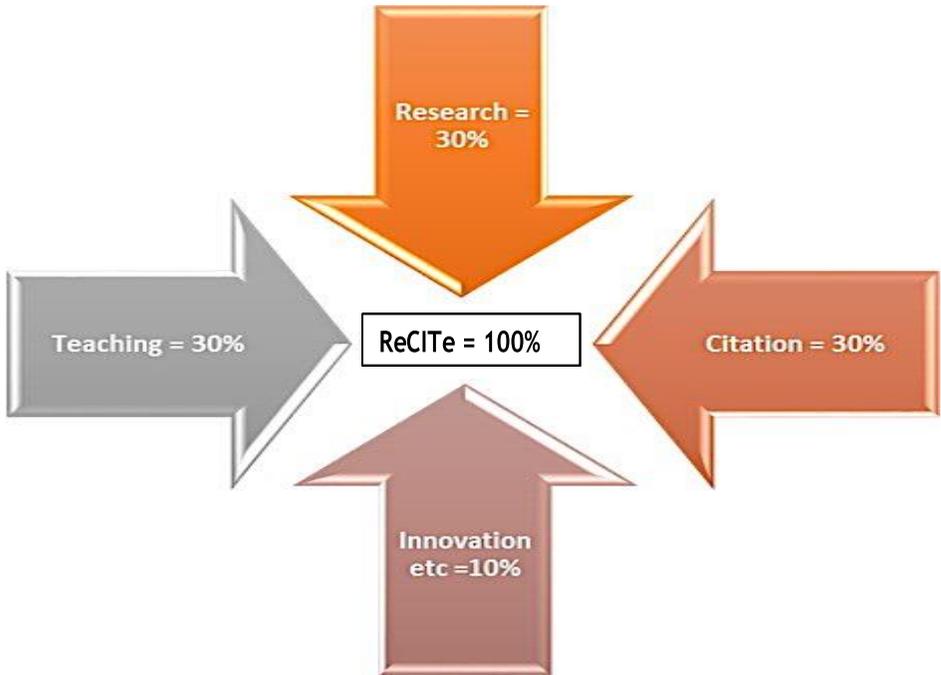
Table 1.1: Parameters and Action Plans of Vision 10:2022

S/n	Focus/Parameter	Action Plan ( <i>make appreciable progress in Webometrics and WCU</i> )
1.	<b><i>Disciplined Atmosphere for Learning</i></b>	
	a. Evolve a <del>Covenant</del> culture	<ul style="list-style-type: none"> <li>• Evolve a culture among staff and students that depicts high level of discipline and responsibility.</li> <li>• Demonstrate high-level Spirituality, Timeliness, Commitment and Productivity.</li> <li>• Ensure a responsive Administrative/Management structure for speedy turnaround of memos.</li> <li>• Ensure a disciplined and committed Student Support Programme (SSP) to drive our <i>in loco parentis</i> role.</li> </ul>
	b. Provide Infrastructural Facilities	<ul style="list-style-type: none"> <li>• Improve Internet Services</li> <li>• Improve Teaching Facilities</li> <li>• Improve Power/Water Supply</li> </ul>
2.	<b><i>Research: Volume, Income and Reputation</i></b>	
	a. Industry Partnership and Research Reputation	<ul style="list-style-type: none"> <li>• Establish robust Industry Partnership.</li> <li>• Establish Research Clusters.</li> <li>• Proper Funding of Research Projects.</li> <li>• Collaborate with Times Higher Education Agency as Consultant.</li> <li>• Engagement of Nobel Laureates</li> </ul>
	b. Redefine the Research Focus for Enhanced Research Income	<ul style="list-style-type: none"> <li>• Create a Directorate of Research to nurture centres of excellence.</li> <li>• Establish Multidisciplinary and Interdisciplinary Research Clusters &amp; Centres in our areas of Strength.</li> <li>• Embark on monthly visit/meeting with the industry.</li> <li>• Encourage joint research publications and grant proposals within and outside Nigeria.</li> <li>• Drive Research as a platform for Internally Generated Revenue.</li> <li>• Embark on yearly publications of Research Outputs of the University.</li> <li>• Empower Research Centres to see Research grants from International Agencies to proffer solutions to some issues in Africa.</li> <li>• Initiate Endowed Chairs.</li> <li>• Submit application to establish UNESCO Chair.</li> </ul>

	c. Research Productivity	<ul style="list-style-type: none"> <li>Partnership with industry and agencies to solve societal problems.</li> <li>Develop Home-grown solutions to societal issues.</li> </ul>
3.	<b>Citations</b>	
	a. Encourage quality research publications	<ul style="list-style-type: none"> <li>Conference support ONLY for Thomson Reuters' Web of Science/ISI and SCOPUS indexed papers.</li> <li>Improve the Webometrics and World Class ranking of the university.</li> <li>Encourage recognised publications (more than 200 per year).</li> </ul>
	b. Establish further Collaborations and Linkages	<ul style="list-style-type: none"> <li>Encourage interdisciplinary publications within and outside the country.</li> <li>Establish Journal Outlets with International standard based on the competencies of the University.</li> </ul>
4.	<b>Teaching (Learning Environment)</b>	
	a. Improve Teaching Facilities	<ul style="list-style-type: none"> <li>Create a conducive environment for learning.</li> <li>Ensure lecture delivery via state-of-the-art teaching facilities.</li> <li>Ensure high compliance with attendance system.</li> <li>Ensure robust tutorial system.</li> <li>Improve on the present examination processing system.</li> </ul>
	b. Exhaustive review of Curricula	<ul style="list-style-type: none"> <li>Extensive review of Curricula to reflect quality and currency in line with the 21<sup>st</sup> Century Higher Education, particularly World Class Universities (WCU).</li> <li>Publish the Curricula for all.</li> </ul>
	c. Reputation in Learning	<ul style="list-style-type: none"> <li>Engage teaching and learning approach that improves efficiency.</li> </ul>
	d. Re-invigorate the Staff Development Programme for: <ul style="list-style-type: none"> <li>Staff/Student ratio;</li> <li>Doctorate/Bachelor ratio;</li> <li>Doctorate/Staff ratio;</li> </ul>	<ul style="list-style-type: none"> <li>Recruit qualified faculty and staff.</li> <li>Recruit qualified technologists.</li> <li>Open up the staff development programme to recruit Masters' degree holders and produce competent doctoral graduates within 3 years.</li> <li>Improve Staff/Student ratio.</li> </ul>
	e. Institutional Income	<ul style="list-style-type: none"> <li>Generate income through lifelong learning &amp; others.</li> </ul>
5.	<b>International Outlook: Staff, Students and Research</b>	
	a. Improve on Linkages and Collaboration drive: <ul style="list-style-type: none"> <li>International/D omestic Students ratio;</li> <li>International/D omestic Students ratio.</li> </ul>	<ul style="list-style-type: none"> <li>Seek further Collaborations and Linkages with renowned foreign universities.</li> <li>Enhance Faculty and Staff exchange.</li> <li><b>Recruit International Faculty.</b></li> <li>Enhance Research Collaboration.</li> <li>Lay foundation for attracting International Students from Africa on the platform of proprietor's Church Network.</li> </ul>

6.	<b>Industry Income: Innovation</b>	
	a. Establish a Robust Consult	<ul style="list-style-type: none"> <li>• Establish a vibrant Consultancy Unit.</li> <li>• Reinvigorate the Strategic Business Unit (SBU).</li> <li>• Institute the Industry Partnership Unit.</li> <li>• Institute the Covenant University Construction Agency (CUCA)</li> <li>• Reinvigorate the Centre for Lifelong Learning.</li> </ul>
7.	<b>Alumni (Addition from SJTUR)</b>	
	a. Establish a Robust Alumni Base	<ul style="list-style-type: none"> <li>• Re-invigorate the Alumni Office.</li> <li>• Connect all Alumni, work together and collaborate with them.</li> <li>• Engage the Alumni at all the developmental phases in Covenant University.</li> </ul>
8.	<b>Awards (Addition from SJTUR)</b>	
	a. Embark on Presentation series on being a Nobel Laureate	<ul style="list-style-type: none"> <li>• Make presentations on becoming a Nobel Laureate.</li> <li>• Laying foundation towards winning Noble prizes.</li> </ul>

**ReCITE Agenda (A Research-Intensive Approach for the Attainment of Vision 10:2022)**



*-A Conceptualization of the ReCITE Approach for the Attainment of Vision 10:2022*

**R**esearch is our responsibility  
**C**itation + **I**nnovation →  
 Income is our reward  
**T**eaching is our goal

} *ReCITe*

Times Higher Education (THE) World University Rankings recently developed a separate ranking structure for the top 150 under-50 years old Universities. The separate ranking structure is designed to celebrate the achievements of young institutions that have made a big impact on the world stage in years rather than centuries, and to highlight future rising stars. Covenant University is therefore expected to be competing with its under-50 peers for global excellence during the next four years.

The ReCITe Approach for the attainment of Vision 10:2022 is a Research-Intensive agenda that deliberately allocates 70% of all organizational efforts towards the attainment of Vision 10:2022 of Covenant University to research related activities. This overarching strategy is indicated in Figure 1 where research, citation and innovation together account for a total of 70% while teaching accounts for the remaining 30% of all organizational efforts towards the realization of the vision. A major implication of this strategy is that the University will require a transition from a predominantly teaching university to a research university for the attainment of global prominence within a relatively short period of time. The University must also intensify efforts at providing cutting-edge research infrastructure and environment for advanced research. In addition to producing high impact research works in top-rate SCOPUS indexed journals, the University also intends to set procedure to ensure that within the next four (4) years, a considerable part of the university's revenue will come from research grants won by Faculty.

Covenant University shall continue to work towards increasing the visibility and accessibility of all research works that identify the university as its affiliation. This increased citation imperative will continuously compel the University to maintain an elastic budget for supporting publication of all related research works in high impact Open

Access journals. Sponsorship of conferences with SCOPUS/ISI indexed Open Access Proceedings will also remain an imperative. Educating Faculty on proper outlets for dissemination of groundbreaking research findings will also be vital.

The University shall strategically pursue a programme of enhanced teaching quality with the target of providing high-quality education to dedicated top-class talent with a clear vision. This strategy will include a gradual transition from classic instructional pedagogy to problem-based learning (PBL) pedagogical approach. In addition, the University shall also embrace an extremely selective student enrollment policy to ensure the admission of only the best brains. This will be achieved by benchmarking with current World Class University standards.

### **General Overview**

From inception to date, Covenant University has remained committed to an excellent educational culture sustained by the traditions of qualitative teaching, research and community development. This commitment has led to giant leaps that have attracted local and international laurels. Moving forward, the institution conceived and articulated a new vision namely, to become ranked as one of the top ten universities in the world by 2022. It is strongly believed that this can be achieved through the *ReCITe* agenda that seeks to deepen scholarly research, increase citations and research profile of the institution and strengthen the platform for innovation, with the aim of enriching teaching and positively impacting the society.

This strategic plan outlines and specifies the tactical direction for the University, on the one hand, for the next four years (2018-2022) in order to attain the vision of one-of-ten-in-ten by the year 2022 (10:2022); and on the other hand, it projects long-term measures to remain atop as a ranking global institution. A key emphasis of the plan is one of attainment of excellence in teaching as well as making ground-breaking research and ensuring that these enhance the reputation of the University as a foremost solution provider to local, regional and global societal problems. In view of the perennial challenges facing Nigeria and the world, which require lasting solutions, such a strategic plan could not have come at a better time. Community engagement and innovation, which complete the tripod upon which excellence of a typical world class university is built, are also stressed. It is believed that the essence of research and teaching is community development impact, locally and

globally. It is hoped that this orientation will challenge the faculty of the University to commit to knowledge building and transfer of initiatives that will enhance productive community engagements. This will, in the long term, also help the students to express their entrepreneurial instincts and skills through the development of useful products and services that will add value to society.

The University's desire to excel in research, teaching, community and international engagement in the quest to become a university in the top ten globally by 2022, will require focusing on six strategic priorities derived from seven strategic challenges including: 1) quality of faculty; 2) percentage of highly talented students; 3) research profile; 4) teaching quality; 5) infrastructure and facilities for advanced research; 6) international outlook; and 7) internally generated revenue (IGR) and industry income.

This plan identified thirteen focal goals that should be pursued in the next four years, in the short term and beyond, to meet the strategic priorities and overcome the identified strategic challenges of the University. These goals relate to issues such as quality of disciplinary and interdisciplinary research, teaching quality, reputation in community engagement, faculty excellence, opportunities for talented students, robust alumni base, industry income, fiscal health, excellent student support services, and excellence in institutional governance.

This plan is a compendium of strategies, actions and proposed initiatives that will help to address the six strategic priorities and promote the realization of the outlined focal goals of the University. Some initiatives proposed by this plan, that will help accelerate the progress anticipated, include the following:

1. Covenant University Centre for Research, Innovation and Discovery (CUCRID) –This directorate will oversee two major units of the research endeavours of the University. They are: the Covenant University Research Park (CURP) and the Covenant University Unit for Patents, Innovation and Commercialization (CUPIC).
2. Covenant University Research Park (CURP) –This offers a meeting point for business interests and research ideas. A University research park allows companies and technology-based startups to stay in close proximity of the University for

mutual engagements that turn ideas from the laboratory to products in the marketplace.

3. Covenant University Unit for Patents, Innovation and Commercialization (CUPIC) –This Unit under CUCRID is responsible for processing the developed products for Patents and Copyrights, coordinating the innovative ideas from faculty and students as well as processing the commercialization agenda for the University.
4. Centre for Lifelong Learning (CLL) –This Centre will manage the affairs of two other units such as Part-Time programmes and the Open and Distance Learning programmes.
5. Covenant University Press (CUP)–The Press is usually an integral part of a world-class university. Therefore, the University will work closely with the Dominion Press, leveraging on its state-of-the-art equipment to actualise the function.
6. Special Scholarship Scheme for Scholarly-gifted Indigent Students – The scheme is intended to cater for talented but indigent students whose presence in the University will contribute to our academic and research endeavours.
7. Special Fellowship Scheme for Academically Endowed Postgraduate Students for Doctoral Studies – they will be engaged as full-time research students.
8. Special Fellowship Scheme to Recruit Quality Postdoctoral Fellows –they will be engaged as full-time postdoctoral researchers to contribute to the quality and volume of research output of the University.
9. Dedicated fund (International Staff Engagement Fund -ISEF) - to recruit distinguished and research-active international faculty.
10. Focus on only SCOPUS-indexed publications in high percentile range.
11. Creation of three (3) career tracks including research, research and teaching and teaching for faculty to harness their strengths and productivity.
12. Creation of Research Accounts for faculty based on strengths and productivity to boost Research.
13. Establishment of grant management office to provide

administrative and training support for faculty.

14. Covenant University Alumni Center (CUAC) which will provide a formal forum for closer interaction between Alumni and University.
15. Covenant University Foundation (CUF) to attract and manage Endowments for the University.

In addition to the foregoing, this plan recognises the strategic roles of people, finance, infrastructure, and governance as the key enablers for the attainment of set organizational objectives. Therefore, strategies and actions that ensure excellence in these enabling areas were highlighted. Particularly, the plan recognises governance as the principal factor that facilitates excellence in other aspects. Hence, a core objective of governance in Covenant University, which is to create a disciplined atmosphere for learning, will be crucial to the successful realisation of this plan.

A very useful aspect of this plan is the inclusion of metrics and performance indicators that will allow for periodic monitoring and evaluation of the progress made in the pursuit of the vision to become one of the top ten universities in the world in four years by the year 2022 and remain there and aspire to higher heights.

This plan shall be a vision document for a self-correcting strategic planning process. The plan incorporates several subsisting opinions within the University as captured in the vision, philosophy and mission of the institution; ReCITE agenda; Executive Advance reports; committee and student reports; lectures delivered by members of management, and situational analysis of academic departments and units of the University. It is expected that the various academic departments and other units of the University will develop their own strategic plans within the framework of this larger document. The University management shall drive the implementation of the actionable strategies herein outlined and proposed, through the identified resources and key actors/officers already recommended (Appendix I).

### **Summary of Key Initiatives**

An overview of the strategies and initiatives that are proposed in this plan in response to identified challenges and priorities are listed under ten themes below:

## Teaching and Learning

1. Sustain the teaching and supervision of all students by senior research-active faculty
2. Strengthen the tutorial system for undergraduate education
3. Improve interactions and collaborations across the various disciplines at the undergraduate and postgraduate levels
4. Maintain disciplinary depth and encourage interdisciplinary perspectives
5. Foster a climate in which teaching is highly valued
6. Improve the international dimension of our programmes
7. Position postgraduate studies at the international level, to attract the very best students
8. Initiate academic apprenticeship for postgraduate teaching assistants
9. Initiate high output part-time and flexible courses for professional practitioners
10. Initiate mechanisms for wider access to course materials for full-time, part-time and professional students
11. Progressively reduce the staff-student ratio in the University
12. Improve the feedback systems from students and relevant professional bodies



*-Covenant's Research Product won the award from Technology and Innovation Expo 2018*

## **Research**

1. Attract and retain highly distinguished academics and researchers
2. Provide institutional support to departments and colleges for the realisation of their research agenda
3. Provide a conducive and collegial environment in which both senior and junior scholars can thrive
4. Deepen research across the various disciplines and encourage interdisciplinary and multidisciplinary research engagements
5. Create an atmosphere for focused research pursuits
6. Enhance administrative and support services to facilitate research excellence and knowledge transfer
7. Encourage and support international research and collaborations
8. Motivate faculty to publish in journals and conference proceedings that are indexed in the Thomson Reuters Web of Science, and aim at high citations
9. Ensure that research is conducted without compromising applicable ethical standards
10. Engage Research Track faculty.
11. Engage research track staff and increase number of grant-winning faculty
12. Create research accounts for faculty to boost research output.
13. Equip the laboratories across the departments and ensure their proper maintenance.

## **Community and International Engagement**

1. Make community engagement a core part of education
2. Formulate a comprehensive concept and vision for community engagement mission
3. Strongly connect community engagement programmes and projects to research and educational strengths.
4. Promote stronger collaborations and partnerships
5. Ensure that research outputs are turned into income
6. Develop rigorous evaluation systems for monitoring all outreach programmes.
7. Enhance participation in international activities

## **Human Resources**

1. Recruit top-quality faculty and staff.
2. Create career tracks for research, teaching and combined research-teaching.

3. Retain the best hands through strategic measures.
4. Commit to continuous capacity building

### **Student Admission**

1. Admit the most academically outstanding students from a diversity of backgrounds
2. Familiarize potential students with Covenant University through targeted outreaches and on-campus events
3. Devise and cultivate an international student recruitment strategy

### **Academic and Student Services**

1. Commit to the spiritual development of students
2. Provide excellent library services to support teaching, learning, and research
3. Provide excellent service delivery to students
4. Provide counseling and information services to students
5. Improve support services to international students

### **Finance**

1. Diversify the funding portfolios of the University and harness potential sources of internally generated revenue (IGR)
2. Improve financial discipline by strengthening the budgeting process
3. Hedge reserve funds to deliver more financial returns to the University

### **Alumni Relations and Endowments**

1. Develop and sustain active and robust alumni.
2. Maintain a good relationship with Alumni.
3. Create opportunity for alumni to contribute to University development.
4. Develop and sustain a veritable Endowment programme.

### **Facilities and Environment**

1. Develop high quality buildings and infrastructure
2. Ensure excellent facilities management
3. Adopt periodic maintenance of assets
4. Commit to environmental sustainability

## **Governance**

1. Entrench sound spiritual ethos in all aspects of university life
2. Implement a strategic plan.
3. Create a Covenant University Culture.
4. Ensure effective internal and external communication.
5. Improve technology services and infrastructure.
6. Commit to improvement and maintenance of physical infrastructure
7. Sustain positive corporate image and public relations
8. Maintain a secure learning, working and living environment
9. Implement an inclusive style of governance



*-Students on Procession for Matriculation*

# **CHAPTER 1: THE VISIONARY PERSPECTIVES OF COVENANT UNIVERSITY**

## **1.1 Introduction**

Founded on October 21, 2002 on a Christian mission ethos, Covenant University is a fast-growing, dynamic, vision-birther and vision-driven University, and it is committed to pioneering excellence at different paradigms of learning. In accordance with the visionary mandate of raising a new generation of leaders, the University, since its inception, has set out the necessary machinery needed to enable it deliver effectively on its mandate and has continued to blaze the trail and take the lead in delivering quality education in Nigeria.

## **1.2 Founding Philosophy**

Covenant University, which was founded in response to the global demand for a needed departure from dogmatism to dynamism in the existing educational system, was established on the following philosophical platforms:

- A departure from 'Form' to 'Skill';
- A departure from 'Knowledge' to 'Empowerment';
- A departure from 'Figures' to 'Future-building';
- A departure from 'Legalism' to 'Realism';
- A departure from 'Points' to 'Facts'; and
- A departure from 'Mathe-matics' to 'Life-matics'.

## **1.3 Mandate**

The Mandate of the University can be stated as follows:

- “Raising a new generation of leaders through a qualitative and life-applicable training system that focuses on value and skills development.”
- “Raising a new generation of leaders through a broad-based qualitative education built on sound biblical principles culminating in the birth of path-finders, pace-setters and trail-blazers.”
- “Raising a new generation of leaders who shall redeem the battered image of the Black race and restore her lost glory, as this trained army of reformers begins to build the old wastes, repair the wasted cities and raise the desolation of many generations.”

## **1.4 Vision**

The Vision of the University is to be a leading world-class Christian Mission University, committed to raising a new generation of leaders in all fields of human endeavour.

## **1.5 Mission**

The Mission of Covenant University is to create knowledge and restore the dignity of the Black man via a Human Development Total Man Concept-driven curriculum employing innovative, leading-edge teaching and learning methods, research and professional services that promote integrated, life-applicable, life-transforming education relevant to the context of Science, Technology and Human Capacity Building.

## **1.6 Goals**

1. To provide exceptional, close contact education for both undergraduate and postgraduate students through engagement with highly distinguished faculty based on the University's underlying ethos and unique curriculum.
2. To cultivate and sustain deep disciplinary scholarship, interdisciplinary and multidisciplinary research initiatives that will position the University for local and global impact.
3. To continuously improve the quality of Covenant University research profile through high quality studies and dissemination in high percentile journals.
4. To gain local and international reputation as an excellent solution provider to existing and emerging societal challenges through proactive research, entrepreneurship development and international activities.
5. To recruit and retain top-rated faculty and staff, with the view to making Covenant University an institution of excellence and a global brand.
6. To take advantage of strength and specialization of faculty by creating different career tracks for faculty in research, teaching and a combination of research and teaching.
7. To attract talented students both nationally and internationally through a fair and rigorous selection process based on scholarly achievement and potential.
8. To deliver quality services and facilities that are effectively managed in order to responsively address the needs of staff, students, and other stakeholders.

9. To strive towards financial independence, accountability, and sustainability through improved income generation and efficiency in planning and administration of financial resources.
10. To develop a strong Alumni base and establish a resource for fund raising for the University through endowments.
11. To periodically maintain the university assets in order to maximize the ROI from investment in the assets.
12. To sustain the development of world-class facilities and infrastructure so as to support the University's core Vision and critical operations of learning, research and community development.
13. To maintain a system of governance that enables a disciplined atmosphere for learning, research and community engagement that is consistent with the core values of Covenant University.

### **1.7 Core Values**

The leadership thrust of the University is built on a set of values, which we refer to as our Core Values. These Core Values constitute the Covenant University Culture put in place to secure the colorful future of our students. The Core Values are:

1. Spirituality
2. Possibility Mentality
3. Capacity Building
4. Integrity
5. Responsibility
6. Diligence
7. Sacrifice.



*-A Chapel Service Session with the Chancellor*

## CHAPTER 2: STRATEGIC PRIORITIES

Covenant University has broad priorities based on current realities and aspirations to drive the vision of becoming one of the top ten universities in the world. These priorities represent general areas based on strength, weakness, opportunities and threats (SWOT) analysis within which this plan developed its goals and actions. A detailed situational analysis of the current state of the University is presented in the strength, weakness, opportunities and threats (SWOT) report in Appendix II. The strategic priorities include:

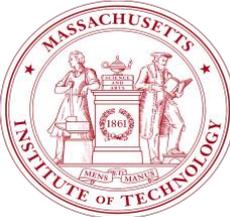
- 1 Enhance national and international reputation for research and innovation by creating and advancing knowledge and improving the quality of life, through the discovery, dissemination, and application of research across all disciplines.
- 2 Engage high caliber talented Faculty, Staff and Students by recruiting research-active faculty with record of winning grants, increasing enrolment of postgraduate students and intellectually gifted undergraduate students.
- 3 Enhance teaching and learning quality and reputation by providing the opportunity for effective student learning, through outstanding teaching and enriched educational experiences.
- 4 Enhance community and international engagement by continually engaging communities to promote economic, social, and cultural well-being and create opportunities for international engagement for faculty, students, staff and alumni, as well as collaborate and communicate globally.
- 5 Enhance industry income and develop endowments by encouraging and supporting faculty to compete for external research grants and engage industries, donors and alumni, as valued supporters and advocates who contribute to and benefit from connections to the University.
- 6 Enhance good governance and administrative autonomy by encouraging the development of an effective governance structure and academic freedom in line with international best practices adopted by world-class institutions.
- 7 Enhance the branding and marketing of Covenant as a product through more press presence/releases (on local and international platforms).
- 8 Establish a vibrant and highly efficient platform for Open and Distance Learning as a means of expanding access to Covenant's brand of Teaching and Research endeavors.
- 9 Embark on a holistic review of the University's academic brief document.
- 10 Create a variable platform for engaging in fund raising activities through the setting up of an advancement unit under the Vice-Chancellor's office.



*- e-Learning centre in the Centre for Learning Resources (CLR)*



*-A student consulting Books on the Shelf at the Centre for Learning Resources*



UNIVERSITY OF CAMBRIDGE



INTERNATIONAL ASSOCIATION OF UNIVERSITIES

INTERNATIONAL UNIVERSITIES BUREAU



KING BAODOU FOUNDATION UNITED STATES



Hanze University of Applied Sciences Groningen

JIM OVIA FOUNDATION



J-WEL

Abdul Latif Jameel World Education Lab



SciencesPo

NOTTINGHAM TRENT UNIVERSITY



-Some of Covenant's Collaborating Partners



University of  
**HUDDERSFIELD**



NORTH-WEST UNIVERSITY  
YUNIBESITI YA BOKONE-BOPHIRIM  
NOORDWES-UNIVERSITEIT



FAYETTEVILLE  
STATE UNIVERSITY



**WISCONSIN**  
UNIVERSITY OF WISCONSIN-MADISON



UNIVERSITY OF  
**LINCOLN**

**SAP** University  
Alliances



University of the  
West of England

**BRISTOL**



Teesside  
University

THE  
**TAVISTOCK**  
INSTITUTE®

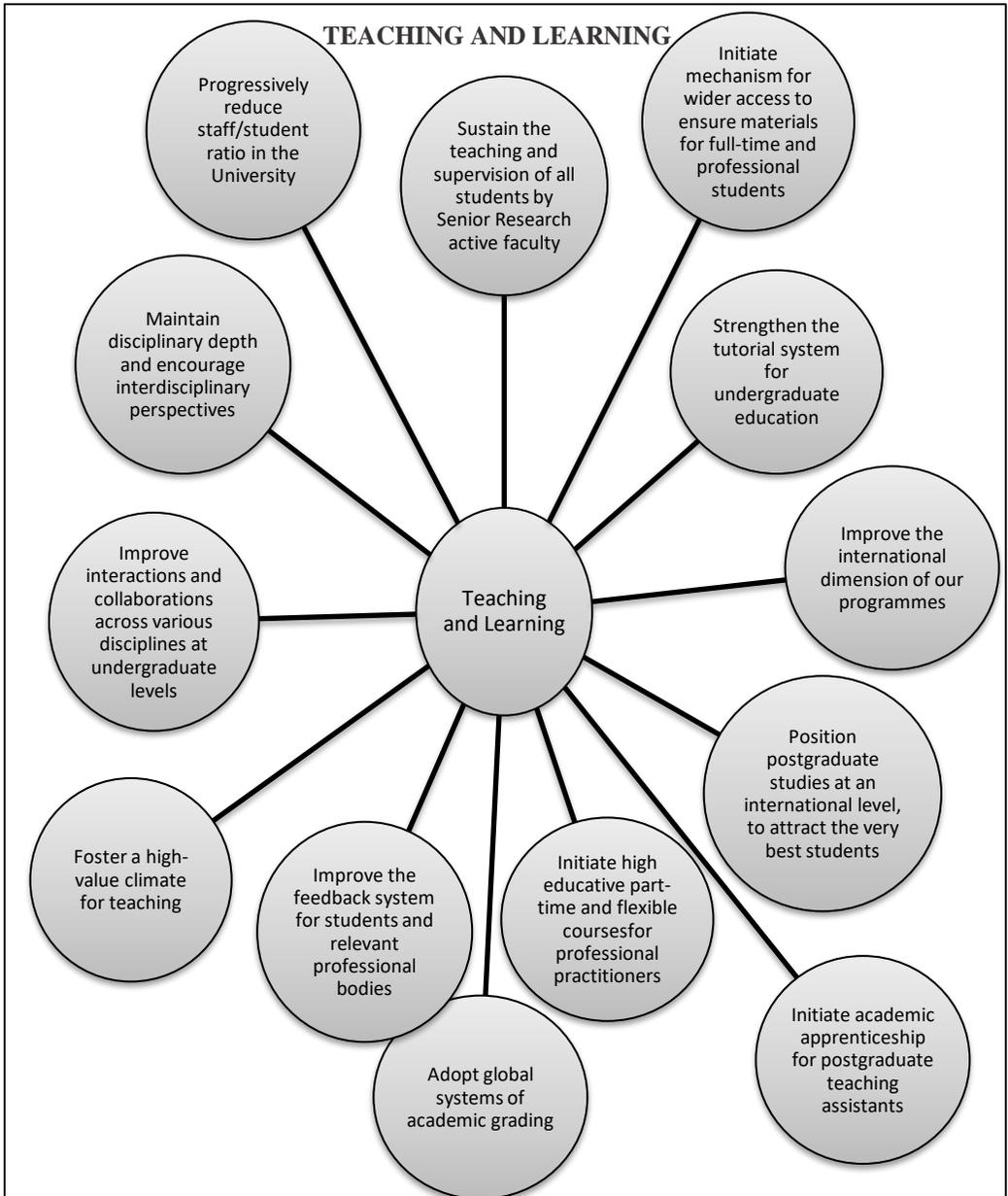
**UN HABITAT**

**UF** UNIVERSITY of  
**FLORIDA**

FOR A BETTER URBAN FUTURE

*-Some of Covenant's Collaborating Partners*

## CHAPTER 3: STRATEGIC ROLES



*-Strategies for Excellence in Teaching and Learning*

### 3.1. TEACHING AND LEARNING

**Goal:** *To provide exceptional, close contact education for both undergraduate and postgraduate students through engagement with highly distinguished faculty based on the University's underlying ethos and unique curriculum.*

**Strategy 1: Sustain the teaching and supervision of all students by senior research-active faculty.**

**Motivation:** *The quality of teaching is largely a function of commitment and broad-based expertise, which comes with experience. Therefore, the University shall encourage senior faculty to commit to teaching and supervision at the undergraduate and postgraduate levels.*

**Actions:**

- i. Senior research-active academics shall participate in teaching and supervision of undergraduate and postgraduate students.
- ii. For effective quality delivery, faculty undergoing training for higher degrees shall only be involved in undergraduate projects supervision under the guidance of senior academics.
- iii. The University shall drive research-led teaching at all levels. That is, faculty shall be encouraged to integrate current research outcomes to enhance teaching quality.
- iv. The University shall establish an Institute for Teaching and Learning Support to train faculty on modern teaching methods and use of pedagogical tools for impactful learning. The ITLS shall be headed and staffed by experts in relevant disciplines.
- v. The University shall improve on its modalities for assessing teaching quality through an effective student feedback and monitoring system.
- vi. The University shall continue to provide scholarship for its personnel to undergo postgraduate studies under the staff development initiative for a limited period of time.
- vii. The University shall adhere to a stringent exit strategy and recovery of scholarship for all teaching staff that exceed residency on the PhD programme.

## **Strategy 2: Strengthen the tutorial system for undergraduate education**

**Motivation:** *A tutorial system is a veritable tool for impactful learning by students in a less formal setting and mentoring of young teachers. Therefore, an effective tutorial system is expedient for the University.*

### **Actions:**

- i. The University shall drive the tutorial teaching method at the undergraduate level.
- ii. Senior faculty assisted by young academics serving as teaching assistants shall conduct tutorials.
- iii. The University shall encourage regular oral and written feedback from students on the tutorial system.
- iv. The University shall stimulate team-based learning among students by encouraging vibrant study groups and small learning communities in residential settings and beyond to make the tutorial system effective.
- v. The University shall seek the means to encourage productive undergraduate-postgraduate interactions to broaden the scope of the undergraduate students and to consolidate the tutorial system.
- vi. There shall be an automated tutorial system to replace the existing manual tutorial method

## **Strategy 3: Improve interactions and collaborations across the various disciplines at the undergraduate and postgraduate levels**

**Motivation:** *Continual collaboration and interaction between the colleges, departments and units is fundamental to maintaining excellent education in a university. Hence, the need for Covenant University to strengthen such interactions.*

### **Actions:**

- i. The University shall continually evolve mechanisms to encourage exchange of knowledge and experiences among colleges and departments to enhance teaching and learning quality. The Academic Planning Unit, Directorate of Quality Assurance and the CLL, shall help to drive this by organizing

- regular interdisciplinary teaching workshops and symposia.
- ii. The University shall continue to encourage multi-disciplinary student interaction fora such as intellectually based clubs (Thinkers' club, Press club and the like).

**Strategy 4: Maintain disciplinary depth and encourage interdisciplinary perspectives**

**Motivation:** *Producing well-rounded students is a necessity. To achieve this, students must possess a deep knowledge of their core discipline and a broad perspective of other disciplines in order to adapt and excel in an increasingly complex world. Hence the need to develop a course system that ensures longitudinal disciplinary depth and lateral interdisciplinary spread.*

**Actions:**

- i. The University shall drive periodic review of the curriculum of academic programmes in the various departments in order to increase depth in core disciplines.
- ii. The University shall ensure flexibility of choice for students to select courses from a broad spectrum of other disciplines across colleges and departments so as to improve interdisciplinary learning.
- iii. The University shall continue to update its curriculum and pedagogy in response to the changing needs in the global market.

**Strategy 5: Foster a climate in which teaching is highly valued**

**Motivation:** *A commitment to excellence in teaching is an essential attribute of a world-class university. Covenant University attaches great importance to teaching.*

**Actions:**

- i. The University shall commit to the appointment and retention of seasoned faculty for teaching in all academic programmes.
- ii. The University shall strengthen the Quality Assurance Unit to drive the goal of employment of high quality academics and continually explore ways to improve teaching quality.
- iii. The University shall put in place a reward system for teaching

quality through an objective evaluation procedure. Excellence in teaching through the use of modern and innovative teaching methods for lecture delivery and student assessment shall be appropriately rewarded.

- iv. Evidence of teaching quality shall be an important criterion in the appointment and promotion exercises of faculty.
- v. The University shall embrace a mix of Problem-Based Learning and Inquiry-Based learning pedagogy.
- vi. The University shall organize periodic training for faculty members to upgrade their teaching skills.
- vii. The University shall develop metrics for objective measurement of teaching quality to support a reward system.

### **Strategy 6: Improve the international dimension of our programmes**

**Motivation:** *Active international collaborations and linkages help a university to improve its global outlook and the quality of exposure of staff and students as well as attract distinguished faculty and students from other countries. Covenant University desires to improve the international subscription and relevance of its programmes.*

#### **Actions:**

- i. The University shall commit to the pursuit of a vibrant relationship with international researchers and teachers in order to engage them for the teaching and supervision of students.
- ii. The University shall seek more opportunities for exchange programmes with renowned universities for students and faculty, through the International Office and Linkages (IOL).
- iii. The University shall harmonize its academic calendar, teaching methods and unique curriculum with international standards in order to create opportunities for students to pursue academic programmes that will lead to jointly awarded certificate.
- iv. The University shall aggressively promote the Covenant brand internationally.
- v. The University shall maintain more stringent admission requirements across programmes
- vi. The University shall promote a sustainable scholarship scheme for outstanding PG students.

## **Strategy 7: Position postgraduate studies at the international level, to attract the very best students**

**Motivation:** *Attaining international standards in postgraduate education provides a platform for the training of top quality academics and professionals. Therefore, Covenant University intends to make its postgraduate education attractive to international students through excellent teaching so as to maintain its competitiveness.*

### **Actions:**

- i. The University shall commit to the overall enhancement of its international scholarly reputation in order to attract talented students globally.
- ii. The University shall strive to improve the quality of student enrolment into its postgraduate programmes, by leveraging on the extensive network of the Living Faith Church Worldwide to attract talented international students from Africa and beyond by setting up liaison offices.
- iii. The University shall establish special scholarship schemes to support its drive for recruiting brilliant postgraduate students globally.
- iv. The University shall implement an efficient postgraduate application process that allows a smooth on-line application and feedback system, payment and registration.
- v. The University shall ensure institutional oversight, quality control and accountability for postgraduate studies through the School of Postgraduate Studies, in order to raise the profile of its postgraduate programmes.
- vi. The University shall institute effective integration programmes for international postgraduate students as valuable members of the University's academic community and the Nigerian society.
- vii. The University shall, through the International Office and Linkages (IOL), improve on its student support services for international postgraduate students.
- viii. The University shall engage a sizeable number of global faculty for the assessment of postgraduate thesis

**Strategy 8: Academic apprenticeship for postgraduate teaching assistants**

**Motivation:** *Teaching assistants and young academics constitute the next generation of faculty and furnishing them with the required skills for quality teaching is a core mandate of Covenant University.*

**Actions:**

- i. The University shall strengthen its skills development and mentorship programmes with the help of senior academics. This is to enhance the teaching capabilities of promising postgraduate students to prepare them for a career in the academia.
- ii. The University shall promote the apprenticeship model of teaching where postgraduate students and young academics undergo a period of tutelage under senior academics.
- iii. The University shall design more specialized courses at the PG programmes level across academic departments

**Strategy 9: Initiate high output part-time and flexible courses for professional practitioners, especially on the ODeL platform**

**Motivation:** *Training of high quality professionals in the Nigerian and international environments through postgraduate education provides ample opportunities for positive community impact. The University desires to respond to the aspirations of part-time students and professionals for further studies.*

**Actions:**

- i. The University shall develop a portfolio of relevant programmes for prospective part-time students and professionals. The part-time programmes of the University shall be facilitated by the School of Postgraduate Studies (SPS), Centre for Lifelong Learning (CLL) and academic departments.
- ii. The University shall initiate viable certificate and postgraduate diploma programmes for mature students and professionals and periodically review the progress of its part-time programmes.
- iii. The University shall establish effective open distance learning (ODL) and e-learning platforms to drive the part-time programmes for extended reach.
- iv. The University shall make the use of the open courseware and e-learning platform compulsory for all faculty and students

**Strategy 10: Initiate mechanisms for wider access to course materials for full-time, part time and professional students**

**Motivation:** *Providing wider access to learning materials facilitates greater impactful learning by all categories of students. The University desires to create a platform for ubiquitous learning for all its students.*

**Actions:**

- i. The University shall, through the CSIS, sustain its open courseware and e-learning initiative in order to grant all categories of student's wider access to learning materials.
- ii. The University shall, through the CSIS, the Corporate Affairs Unit and academic departments, promote the creation of multimedia-based lecture materials that can be accessed by all in furtherance of its open access policy.

**Strategy 11: Progressively reduce the staff-student ratio in the University**

**Motivation:** *The importance of knowledge-led economies, global interconnectedness, competitiveness and the place of students in a global context, demands a course structure and grading system that enhances the mobility of graduates. A critical example is the Bologna process (Appendix I). Covenant University desires such mobility to improve its exchange programmes.*

**Action:**

- i. The University shall continue to reduce total undergraduate student admission on a yearly basis in order to minimize the staff: student ratio and improve teaching effectiveness.

**Strategy 12: Improve the feedback systems from students and relevant professional bodies**

**Motivation:** Performance evaluation is crucial for the improvement of teaching quality. Covenant University aims to develop an effective feedback system to facilitate the improvement of its teaching methods and outcomes.

## **Actions:**

- i. The University shall improve on its feedback system, in order to assess correctly the teaching quality of faculty and the learning outcomes of students at the undergraduate and postgraduate levels.
- ii. The University shall assess teaching quality and student performance through diverse channels such as:
  - Lecture questionnaires
  - Course evaluation form
  - Student Industrial Work Experience Scheme (SIWES) questionnaire
  - The Postgraduate Research Experience Survey
  - The International Student Barometer
  - Alumni Assessment Survey
  - Other formal procedures.

The University shall improve the feedback system from students by increasing the frequency of student course evaluation exercises and utilizing the average score

### **3.1.1 Key Evaluation Metrics and Performance Indicators**

The following metrics (qualitative and quantitative) shall be used to assess the performance and quality of teaching and learning in Covenant University:

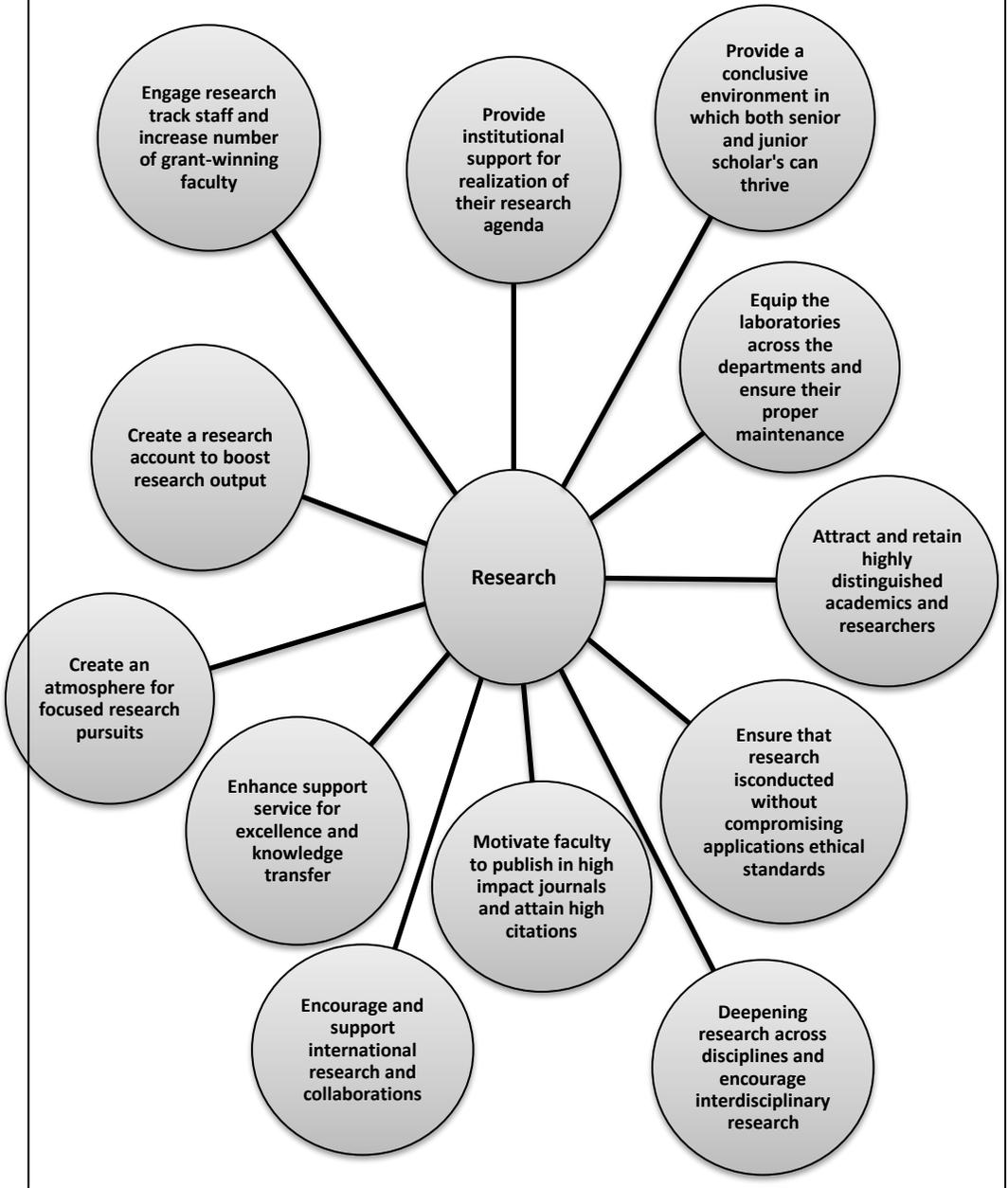
- i. Average time to complete undergraduate degree
- ii. Per capita credit hours (or courses) taught by senior faculty
- iii. Percentage of faculty members undergoing PhD study and teaching not more than two courses per semester
- iv. Average number of journal articles published per faculty per annum
- v. Number of faculty members trained by the proposed Institute for Teaching and Learning Support per academic session
- vi. Teaching quality index for faculty members from three course evaluation exercises per semester
- vii. Measure of teaching quality such as attendance records score
- viii. Five years maximum duration of PhD study per faculty on Scholarship
- ix. Postgraduate scholarship for staff available for only five sessions, self-funding must commence thereafter.
- x. Number of tutorial exercises per course of not less than once a month

- xi. Average student score in pre-class and post-class assessment (e-test) in each course per semester
- xii. Measure of ease of taking courses outside of student's department or college
- xiii. Measure of quality of technological support for teaching such as use of Moodle platform and portal system
- xiv. Measure of quality of learning experience of International students (very good to excellent performance)
- xv. Measure of increase in team teaching across colleges or disciplines
- xvi. Faculty – Student ratio using NUC and international benchmarks
- xvii. Measure of content of core discipline courses
- xviii. Rate of usage of technological support
- xix. Preference level – number of new intakes (undergraduate and postgraduate)
- xx. New entrants performance - New undergraduate entrants CGPA more than 4.0 or above
- xxi. Progression and retention - from first year to second year.
- xxii. Dropout rate- Undergraduate degree completion rate – percent that graduate from initial (first year) class.



*- Active Research at Covenant University*

# RESEARCH



- *Strategies for Excellence in Research*

### 3.2. RESEARCH

**Goals:** *To cultivate and sustain deep disciplinary scholarship, interdisciplinary and multidisciplinary research initiatives that will position the University for local and global impact; To continuously improve the quality of Covenant University research profile through high quality studies and dissemination in high percentile journals.*

#### **Strategy 1: Attract and retain highly distinguished academics and researchers**

**Motivation:** *A top-rated university is one with a global outlook and a well-motivated multi-national workforce comprising a large number of distinguished research-active faculty. In addition, such a university must commit to the recruitment and mentorship of young and talented researchers. Hence, it is imperative for Covenant University to attract and retain the most talented researchers from all over the world across the wide spectrum of disciplines that exist in the University.*

#### **Actions:**

- i. The University shall establish a standing committee on recruitment and retention that will proactively review the policy on the engagement and remuneration package of staff in order to ensure that the University continually attracts and retain top-rated researchers and academics.
- ii. It shall also have a remuneration policy that ensures that faculty and staff are paid a specific percentage above the industry average.
- iii. The University shall establish a dedicated fund – International Staff Engagement Fund (ISEF) – through which the University shall finance the engagement of academics of high repute from the foreign context. A startup sum of 15million USD is proposed in the first three years (2018-2022).
- iv. The University, through its School of Postgraduate Studies and academic departments shall commit to sound doctoral training, which will create the foundation for the development of the distinguished academics of the future.
- v. The University shall establish and sustain a pre-doctoral fellowship award scheme -Junior Academics Research

Fellowship Scheme (JARFS)- that will recruit scholarly gifted postgraduate students from all over the world into the University's doctoral training programme. JARFS fellows shall be doctoral students that are engaged as full-time researchers in the University. The terms of engagement of pre-doctoral research fellows shall be 3-4 years.

- vi. The University shall establish and sustain a postdoctoral training programme- Postdoctoral Fellowship Scheme (PFS) for mentoring fresh doctoral degree holders. Postdoctoral fellows shall be offered rolling contracts of between 1-2 years. It is important that the PFS be constantly advertised on the University website.
- vii. The University may engage graduates of the JARFS and PFS programmes that have distinguished themselves as academic staff on permanent or contract basis.
- viii. The University shall drive the pre-doctoral and postdoctoral fellowship programmes through the different Endowed Chairs, Centres of Excellence, and existing research clusters within the University.

**Strategy 2: Provide institutional support to departments and colleges for the realisation of their research agenda**

**Motivation:** *Academic departments are the bedrock of deep disciplinary research enquiry, while colleges are the platforms for interdisciplinary engagement among different disciplines. Covenant University is interested in promoting interdisciplinary research endeavours among its academic departments.*

**Actions:**

- i. The University shall provide a supportive environment for research by investing in adequate physical infrastructure, and equipping laboratories within departments and colleges to position them for advanced research activities.
- ii. The University shall continue to fund individual research and collaborative research proposals from departments and colleges under the Covenant University Centre for Research, Innovation and Discovery (CUCRID) initiative.
- iii. The University shall issue calls for proposals to academic departments and colleges for the establishment of Centres of

Excellence (CoE), Endowed Chairs, research clusters, central and special laboratories every budget year.

- iv. The University shall, through CUCRID, evolve an effective procedure that eliminates bureaucratic bottlenecks, and enables faculty to access approved research grants in a timely manner.
- v. The University shall, through the ICT/Webometric Committee, sustain the drive to ensure that faculty publications are given the widest exposure on the Web.

### **Strategy 3: Provide a conducive and collegial environment in which both senior and junior scholars can thrive**

**Motivation:** *The facilitation of a supportive environment that encourages mutual sharing of responsibilities for productive endeavours is essential for the attainment of outstanding scholarly achievements. The University aims to provide this kind of research-friendly environment for its staff.*

#### **Actions:**

- i. The University shall maintain all supportive infrastructures for research to the highest standards, including laboratories, workshops, ICT systems, data centres, and libraries.
- ii. The University shall seek external funding through strategic alliances with potential partners (public sector, businesses, foundations, and others) in order to increase the funding opportunities available to researchers.
- iii. The University shall, through CUCRID, provide funding support for innovative projects, creative work, and proof-of-concept work that is not mature enough to attract external funding.
- iv. The University shall, through CUCRID, provide research grants to individual early-stage researchers in the form of research and development grants in order to promote their individual research endeavours.
- v. The University shall ensure a level playing ground for all faculty in terms of access to research funding, conference sponsorship, supportive services and infrastructure, and other incentives that motivate research excellence irrespective of cadre or discipline.
- vi. The University shall encourage the role of research facilitators in colleges to alleviate the administrative burden on researchers and free more time for research. A research facilitator is a staff in each

college who has the research credentials and experience to match researchers with funding opportunities and potential collaborators, assist with the development of competitive applications for external grant and contract funding, and offer grant-writing workshops.

- vii. The University shall encourage active research mentorship by senior faculty with strong records of successful application for grant funding from grant awarding organizations, or who have served on grant selection committees, who will be available to guide their colleagues, and offer advice on the preparation of grant applications.
- viii. The University shall offer special reward and acknowledgement to senior faculty who have shown evidence of research mentorship in the University to encourage them and motivate others to do same. Evidence of research mentorship shall be among the important criteria when considering cases of promotion or appointment to the senior academic cadres in the University.

#### **Strategy 4: Deepen research across the various disciplines and encourage interdisciplinary and multidisciplinary research engagements**

**Motivation:** *The attainment of disciplinary excellence in research across a wide range of fields that exist within a university is the goal of the world's leading institutions. Therefore, Covenant University desires to provide a supportive environment for deep disciplinary, interdisciplinary and multidisciplinary inquiries.*

#### **Actions:**

- i. The University shall give funding priority to subjects that align more with the research strengths of the University, particularly in the life sciences, information and telecommunication technology (ICT), physical sciences, engineering, social sciences, business, and humandevelopment.
- ii. The University shall identify disciplines with relative advantage in the area of publication generation and high rate of citations, with a view to encouraging more research efforts in such areas.
- iii. The University shall identify disciplines that are vulnerable with the aim of raising the profile and competitiveness of researches in such areas by the University.

## **Strategy 5: Create an atmosphere for focused research pursuits**

**Motivation:** *The rigour of the research process demands absolute focus and prolonged engagements by researchers. Covenant University recognises the need for its staff to spend a significant amount of their time on research in order to be more productive.*

### **Actions:**

- i. The University shall make ample time available for researchers to conduct research at the highest level through policies that minimise committee involvements and impromptu meetings.
- ii. The University shall increase the number of faculty competent to teach at undergraduate and postgraduate levels in order to ease the teaching load of faculty and allow them more time for research.
- iii. The University shall commit to capacity development of its administrative staff to make them effective, in order to enable faculty to spend more time on core research activities.
- iv. The University shall grant sabbatical leave (12 months maximum), research leave (maximum of 6 months), and other forms of leave to deserving staff that will allow them to engage in productive research as adjudged appropriate based on departmental priorities. The condition for sabbatical leave should be such that the Faculty must produce at least THREE Q2 or Q1 Journal articles during the sabbatical period.
- v. The University shall encourage its entire faculty to be active members of identifiable research clusters in the University, to promote focused research and build the needed interdisciplinary synergy required to solve societal problems.

## **Strategy 6: Enhance administrative and support services to facilitate research excellence and knowledge transfer**

**Motivation:** *The ability to attract external funding through excellent and sizeable research is an important criterion for rating universities. Covenant University recognizes the need for improved administrative support to its faculty and researchers for better research output and community impact.*

**Actions:**

- i. The University shall, through CUCRID, review its Intellectual and Copyright Policy and disseminate same in order to protect the interest of researchers and at the same time guarantee the sustenance of the University's funding profiles.
- ii. The University shall commit to research support initiatives such as the establishment of a Research Park that helps to turn ideas and results of research into profitable businesses.
- iii. The University shall strengthen CUCRID to work in partnership with academic departments, colleges and the University administration to ensure that researchers in Covenant University receive the best internal services and support in their pursuits.
- iv. The University shall establish a research management office to provide research support services such as assistance with research costing and pricing, research project management tools, prospecting for grant opportunities and others to reduce the burden on researchers.
- vi. The University shall recruit qualified research administrators, as well as establish a professional development programme for research administrators. It will also ensure healthy communication between researchers and the research management office.

**Strategy 7: Encourage and support international research and collaborations to increase research reputation**

**Motivation:** *Attaining the top-most international quality in research is a core goal of all renowned universities. Covenant University is keenly interested in raising the international profile of its research.*

**Actions:**

- i. The University shall put in place modalities to ensure that all research undertaken by Covenant University faculty has international orientation in at least one of the following ways:
  - The research seeks to meet the highest international standards and has the potential to contribute to the international community.
  - The research addresses global problems, or local problems with significant implications for the international context.
  - The research is conducted in collaboration with researchers

from foreign countries.

- Faculty shall be encouraged to go on Postdoctoral Fellowship in foreign universities
- ii. The University shall develop an international research funding strategy, and adapt its administrative support to help in this increasingly competitive international environment.
- iii. The University shall continue to encourage its faculty to facilitate international engagements such as conference participation, student and faculty exchanges and research collaborations, while ensuring that engagement with external partners aligns with the University's research objectives.
- iv. The University shall, through the International Office and Linkages (IOL) and the IOL Committee periodically, review its institutional alliances and continually update its guidelines on institutional research collaborations for best practices.

**Strategy 8: Motivate faculty to publish in journals and conference proceedings that are indexed in the Thomson Reuters Web of Science and Scopus, and aim at high citations**

**Motivation:** *The academic reputation of universities is a direct measure of the quality of research breakthrough and academic publications by researchers from the institution. Covenant University intends to encourage its faculty to publish in journals that are indexed by renowned university-rating agencies.*

**Actions:**

- i. The University shall encourage academics at all levels to publish in journals and conferences that are indexed in the Thomson Reuters Web of Science/SCOPUS. Each faculty to publish at least 1-paper (as first or corresponding author) in SCOPUS per year. Non-academic staffs that are proficient in writing can be encouraged and rewarded if they produce at least 1-article (as first author) in SCOPUS per year.
- ii. The University shall, through the Appointments and Promotions Committee (AP&C), award more points to Journal publications that are indexed in Thomson Reuters Web of Science/SCOPUS during staff promotions and appointments exercise compared to other journals. There must be a stipulated (% of total) number of SCOPUS-indexed publication (if not all) that must be submitted

for promotion consideration.

- iii. The University shall continue to encourage the use of bibliometrics such as citation data in assessments of faculty promotion and appointment exercises.
- iv. The University shall put in place a system that financially rewards faculty that are adjudged research-active on a continual basis. The attributes of a research-active faculty include a significant number of publications on the Web of Science, publications that are in top ten percent of journals in a discipline (Q1 – Journals), regular involvement in postgraduate supervision with good success rate and winning external grants.
- v. The University shall provide funding support for participation in Conferences indexed in the Conference Proceedings Citation Index (CPCI) and Scopus to all faculty irrespective of cadre.
- vi. The University shall adopt a pragmatic funding model that will ensure that the cost of participation of faculty in top-rated international Conferences and Workshops is fully defrayed.
- vii. The University shall assist faculty to pay for the cost of publications in Thomson Reuters Web of Science/SCOPUS indexed journals.
- viii. Academic departments of the University shall be expected to satisfy a minimum quota of academic publications in the Thomson Reuters Web of Science/SCOPUS on a yearly basis. The quota allocation shall take into cognizance disciplines that are endowed (Biological Sciences, Information Technology, Computer Sciences, Physical Sciences, Social Sciences, Business) and vulnerable (Arts and Humanities, Engineering, and Mathematics) in terms of citation rates.

### **Strategy 9: Ensure that research is conducted without compromising applicable ethical standards**

**Motivation:** *Adherence to known ethical standards while conducting research is important for the credibility of research results, the researcher and the reputation of the academic institution. In its commitment to the core value of integrity, Covenant University attaches importance to conformity with ethical standards in research.*

#### **Actions:**

- i. The University shall, through the Committee on Research Ethics and Best Practices, ensure that research is carried out in

accordance with the highest applicable ethical standards and continue to develop policies on research integrity and the conduct of research.

- ii. The University shall ensure that the development and implementation of the policy on ethics does not hinder researches that are of benefit to the public.

**Strategy 10: Engage research track staff and increase number of grant- winning faculty**

**Motivation:** *Creation of a research track for faculty gifted in research is critical to enhancing volume and quality of output. An increase in the number of faculty competing and attracting research grant will improve industry income and research reputation*

**Actions:**

- i. The University shall engage research track faculty to produce 20 SCOPUS papers of at least five Q2 to Q1 Journal articles OR produce ten Q2 to Q1 Journal articles per year
- ii. The University shall Set up a grants office with responsibility of scavenging for grants and notifying faculty/staff of such opportunities; as well as helping in the filling and processing of grants application

**Strategy 11: Create a research account to boost research output**

**Motivation:** *Creation of a research account for all faculty will boost volume and quality of research output.*

**Actions:**

- i. The University shall create research accounts for each faculty based on productivity in terms of research output tied to each faculty
- ii. The University shall create a reward system to encourage faculty and staff with publication prowess in highly rated Journal outlets. This may be in terms of award by giving certificates of recognition, plaques and may also include monetary reward
- iii. The University shall create a platform to attract postdoctoral fellows to CU. This can be funded through each faculty's research account. Research faculty rating can have a component that

grades attraction of foreign postdoctoral students or Research fellows

- iv. Research equipment purchase must be intensified across Departments. There is the need for modern research facilities to publish in Q2 to Q1 Journal outlets

**Strategy 12: Equip the laboratories across the departments and ensure their proper maintenance**

**Motivation:** *Acquisition of standard state-of-the art research facilities and ensure their proper maintenance is important for high quality research productivity*

**Actions:**

- i. The University shall from time to time, through a budget controlled system, call for requisition on research equipment purchase from the departments
- ii. Equipment, Chemicals and Consumables purchase shall be purchased from the Original Manufacturers at all times
- iii. The departments shall be involved in the equipment purchase process from the beginning to the end
- iv. The University shall insist on after-sales-service agreement with the equipment manufacturers in all transactions
- v. The University shall set up equipment maintenance committee comprising technical personnel drawn from relevant departments

**3.2.1 Key Evaluation Metrics and Performance Indicators**

The following metrics (qualitative and quantitative) shall be used to assess the quality of research in Covenant University:

- i. Ratio of quality peer-reviewed (SCOPUS ISI-indexed) publications per staff member: That is the number of publications (Journals and Conferences) in a given year per staff member. This metric will be used to rate all academic divisions of the University, including departments and colleges.
- ii. Increase in Number of publications in top-ranked channels (75th percentile and above) top 10 per cent of journals in a given discipline or top-ranked book and monograph publishers).
- iii. Increase in Number and quality of faculty publications, appropriate to discipline or field (e.g., citation data, journal publications, book publications, qualitative assessments).
- iv. Increase in Percentage of research-active faculty. This will take

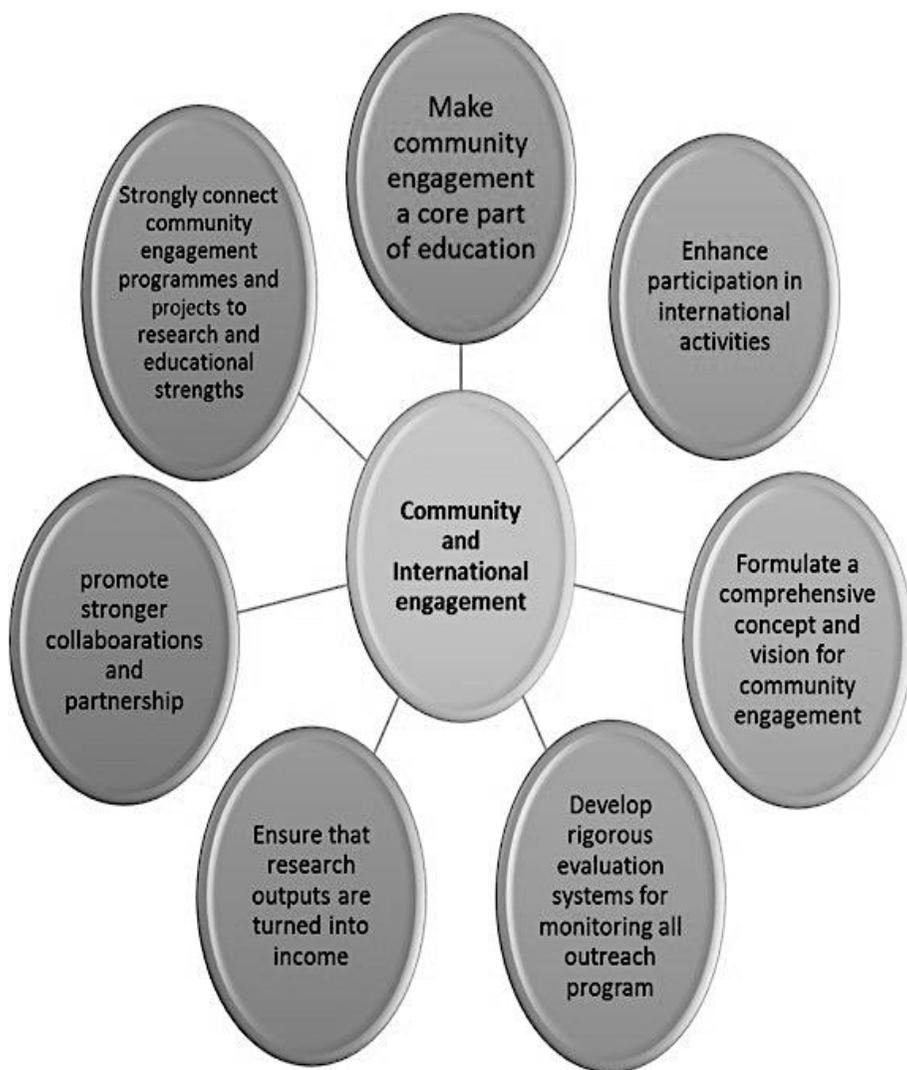
into account the peculiarity and norms of specific disciplines. A research-active faculty is one with a track record of postgraduate supervision, publishes quality work in his or her field of expertise and/or attracted external research funding. The target is that 60 per cent of Covenant University faculty will become research active in the next 5 years.

- v. Increase in number of competitive peer-reviewed external grant research awards per year: That is, success in major local and international grants, proposals, measured in comparison to peer institutions.
- vi. Metrics on grant support: include increase in the percent of faculty who are Principal Investigators (PIs) on external grants; total sponsored research per Full Time Equivalent -FTE faculty; number of proposals submitted/successful.
- vii. Quality of placement for graduates of doctoral programmes and former postdoctoral associates. This refers to the quality of post-training employment status of doctoral graduates.
- viii. Assessment of researchers' satisfaction with intellectual and copyright policy using survey instruments.
- ix. Increase in patronage by Researchers from other Universities and Research Institutes.
- x. Increase in IGR as a result of patronage by Researchers from other institutions.
- xi. Improvement in the availability/functionality of research equipment.
- xii. Return on investments and/or value addition is projected to be achieved within 10 years for all acquired equipment.
- xiii. Evolve KPI's for measuring equipment usage level.



- Mathematics Competition organised by Covenant's Community Impact Initiative

## COMMUNITY AND INTERNATIONAL ENGAGEMENT



*- Strategies for Excellence in Community and International Engagement*

### 3.3 COMMUNITY AND INTERNATIONAL ENGAGEMENT

**Goal:** *To gain local and international reputation as an excellent solution provider to existing and emerging societal challenges through proactive research, entrepreneurship development and international activities.*

**Strategy 1:** **Make community engagement a core part of education at Covenant University**

**Motivation:** *The pursuit of proactive involvement of faculty, staff and students to make meaningful impacts on local and global issues in the external context, is a key measure of the research and educational output of any top-rated University. Covenant University desires to influence both local and global communities through the output of its educational and research programmes.*

**Actions:**

- i. The University shall evolve ways to make community engagement an integral component of its educational programmes.
- ii. The University shall encourage the increased participation of faculty and students in community engagement programmes.
- iii. The University shall encourage faculty, staff and students to engage in mission-based community outreaches that promote its core values.
- iv. The University shall strengthen its partnership with the alumni base in order to expand the opportunities of Covenant University graduates and undergraduates to engage the world through internships, business start-up fund, career guide programmes, job placement and entrepreneurial opportunities.
- v. The University shall provide high quality professional and executive education programmes as a means of transferring research knowledge to the workplace.
- vi. The University shall create platforms that facilitate awareness and access to community engagement opportunities relevant to the educational goals of its students.
- vii. The University shall ensure that its coordinated programmes such as SIWES, HULT prize, ENACTUS are fully utilized in

enhancing and developing long-term partnership with the local community. Both undergraduate and postgraduate students shall be encouraged to create businesses in the University.

- viii. The University shall periodically evaluate and improve, where necessary, organizational structures for the students' engagement in community impact programmes such as internships, educational work opportunities (SIWES, SWEP, and industrial visits), exchange programmes and other off-campus learning outlets.
- ix. The University shall adopt proximity based approach in its Community Development Impact Initiatives by identifying community problems & proffering solutions to solve such problems using local materials to a high extent & ensuring sustainability through community buy-in of the initiatives.

## **Strategy 2: Formulate a comprehensive concept and vision for community engagement**

**Motivation:** *Fragmented community engagement efforts dissipate resources, causing little impact. Covenant University desires to harmonize the collective efforts of all community engagement activities in the University through a functional policy.*

### **Actions:**

- I. The University shall encourage “bottom-up” academic entrepreneurship among faculty and students, whereby they are motivated to turn ideas into value-added products.
- ii. The University shall duly acknowledge all faculty that are involved in community engagements.
- iii. The University shall utilize an integrated publicity system to foster greater public recognition and appreciation of Covenant University community engagement accomplishments.
- iv. The University shall engage stakeholder groups and partners in the assessment of and planning for future community-centred projects.
- v. The University shall, through the Community Development Impact Initiative Committee, co-ordinate all its community outreach programmes.

### **Strategy 3: Strongly connect community engagement programmes and projects to research and educational strengths**

**Motivation:** *The impact of community outreaches of a university is pronounced when they are connected and derived from the research and educational strengths of the University. The University intends to make this pivotal in its community engagements.*

#### **Actions:**

- i. The University shall develop improved strategic partnerships between its educational programmes and community-based outreaches.
- ii. The University shall stress evidence-based and/or scientifically based outreach efforts that meet the transformational needs of stakeholders in both local and international communities.
- iii. The University shall ensure that research constitutes the bridge connecting community-based engagement programmes with all its academic disciplines and the community.
- iv. The University shall commit to the pursuit of community engagement projects that are supported by external grants to address societal needs, thereby improving its reputation.
- v. The University shall, through collaboration between the Covenant University Farms Ventures (CU-FARMS) and the Community Development Impact Initiative Committee, boost the supply of agricultural products to its immediate community.
- vi. The University shall through the Centre for Entrepreneurial Development Studies (CEDS), utilize its expertise to empower small and medium scale businesses. In addition, CEDS will continue to conduct the train-the-trainers programme for other institutions in Nigeria.
- vii. The University shall continue to make a substantial contribution to the local economy through employment opportunities (direct and indirect), training activities, as well as by continually attracting a wide range of visitors to the town through its numerous programmes.

### **Strategy 4: Promote stronger collaborations and partnerships**

**Motivation:** *Working closely with partners and stakeholders is an important way for a university to identify societal problems and effectively deploy its research expertise to bear on such issues. Covenant University aims to pursue*

*this two-way interaction between researchers and partners for maximum outputs.*

**Actions:**

- i. The University shall institute clear, equitable philosophy and policy on intellectual property and technology transfer.
- ii. The University shall strengthen mechanisms for technology transfer in order to benefit potential partners (government, industry, non-profit organizations, individuals) as well as offer its formidable faculty resource base to government and industry to provide solutions to a wide range of issues and challenges.
- iii. The University shall, through CUCRID, develop relationships between Covenant University researchers and prospective beneficiaries of its research innovations.
- iv. The University shall promote collaborations between faculty and local schools (secondary and tertiary) in order to contribute to the quality of education at such levels within Nigeria.
- v. The University shall continue to provide much needed manpower for national development through its various programmes stretching from the sciences, engineering, technology and human development disciplines.
- vi. The University shall support collaborations with its alumni base in order to increase the impact of its research to the community.
- vii. The University shall build a stronger base for its education, research, and community engagement programmes in Nigeria by working with national and regional educational agencies.
- viii. The University shall adopt a cost-benefit analysis approach to expenditure towards increasing IGR from research (e.g., cost-benefit of back-up power for CUCIRF lab).

**Strategy 5: Ensure that research outputs turn into income**

**Motivation:** *Industry income is one of the parameters for rating Universities. Covenant University recognizes the need to turn research into money.*

**Actions:**

- i. The University shall, through the Covenant University Centre for Research, Innovation and Discovery (CUCRID), ensure that intellectual property and products created by researchers in the University are exploited for profit.
- ii. The University shall establish a Research Park that will accommodate businesses and startups that are offshoots of research activities in the University or connected to it. A research park will encourage the creation of entrepreneurial ventures that

originated from or are connected with the university community. It will also provide opportunities for industry and businesses from the external context to maintain close collaborations with researchers at the University.

- iii. The University shall, through the Covenant University Farms Ventures (CU-FARMS) increase its income through agro-based research activities.
- iv. The University shall, through the Centre for Entrepreneurial Development Studies (CEDs), develop viable initiatives that will leverage entrepreneurial activities within the University for revenue generation.
- v. The University shall set up the Covenant University Press (CUP) to promote the accomplishments of the University in research, scholarship and education nationally and globally.

### **Strategy 6: Develop rigorous evaluation systems for monitoring all outreach programmes**

**Motivation:** *To drive the core mandate of community impact and to ensure that efforts are not fragmented and wasteful, it is important that an integrated evaluation mechanism be evolved to help Covenant University ascertain the performance of its community engagement as well as identify new opportunities.*

#### **Actions:**

- i. The University shall develop clear criteria for analysis and evaluation of community engagement programmes with emphasis on quality and impact on society.
- ii. The University shall engage external reviews to ensure a balanced assessment of the community engagement programmes.
- iii. The University shall establish a reliable data and information gathering mechanism for the evaluation process of community engagement programmes.

### **Strategy 7: Enhance participation in international activities**

**Motivation:** *To be a globally significant university, International engagement is a necessity as well as a consequence of*

*CU's research, teaching and community engagement commitments.*

**Actions:**

- i. The University shall improve communications about existing international partnerships.
- ii. The University shall provide comprehensive information to faculty on how to initiate, formalize and manage international partnerships.
- iii. The University shall develop new international partnerships to cover all the continents of the world
- iv. The University shall continue to engage the public (local and international) in its research activities through seminars, workshops, conferences, exhibitions, public lectures, and presentations.

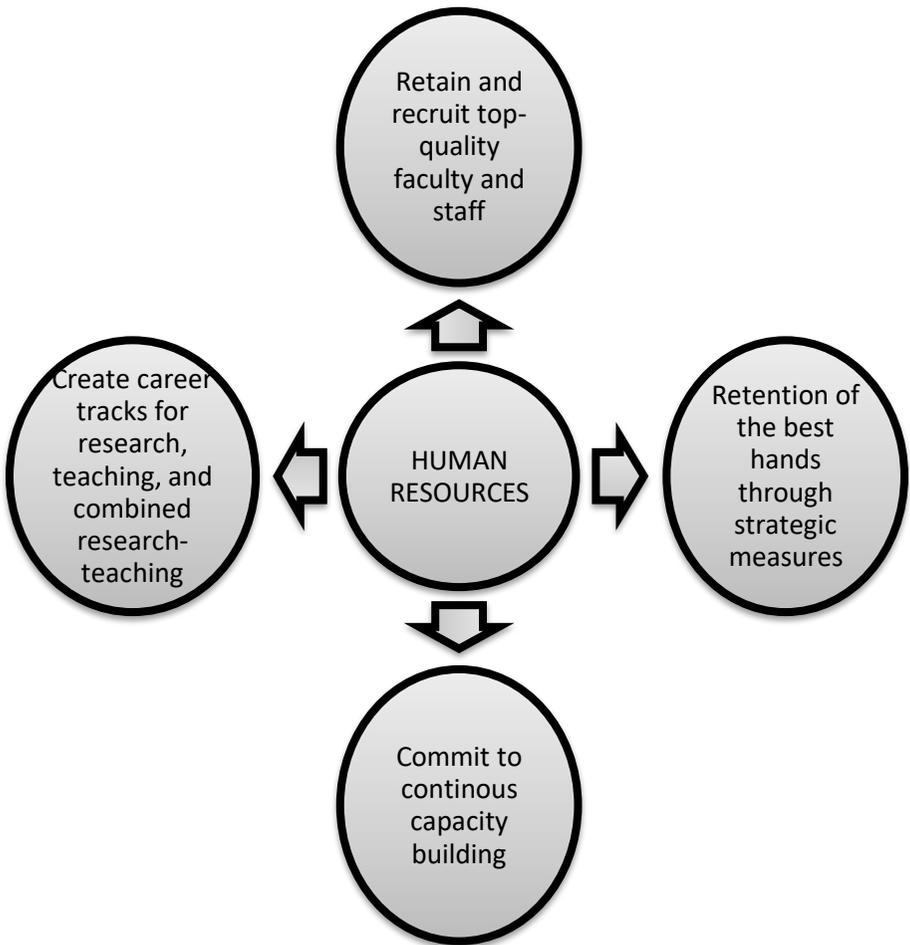
The University shall promote more interactions with industry partnership and academic linkages at the international level.

**3.3.1 Key Evaluation Metrics and Performance Indicators**

The following metrics (qualitative and quantitative) shall be used to assess the performance and quality of community and international engagement programmes from the Covenant University stables:

- i. Extent of use of electronic media and the internet to deliver community engagement programmes
- ii. Level of innovative connections among disparate outreaches or community engagement programmes, success of harmonization of all community engagement programmes
- iii. Number of new or deeper ties to research developed relationships that formed or became strengthened as a result of research innovation
- iv. Number and quality of new partnerships with stakeholders following community engagement programmes
- v. Quality of existing partnerships with stakeholders (How viable are existing partnerships)
- vi. Data on technology transfer (e.g. Number of patents and licensing)
- vii. Impact on the immediate environment. (Level of changes to our host community in terms of quality of living, behaviour, attitude)
- viii. Number of business outlets. Number of outlets, resulting from community engagement efforts

- ix. Measure of viability of business outlets set up as a result of the innovations from the University
- x. Number of new international partnerships developed
- xi. Number of international faculty and activities hosted by the University



*- Strategies for Excellent in Human Resources*

### 3.4 HUMAN RESOURCES

**Goals:** *To recruit and retain top-rated faculty and staff, with the view to making Covenant University an institution of excellence and a global brand; To take advantage of strength and specialization of faculty by creating different career tracks for faculty in research, teaching and a combination of research and teaching.*

#### **Strategy 1: Retain and recruit top-quality faculty and staff**

**Motivation:** *Global best practices and initiatives are essential to retain and attract competent and well-motivated faculty and staff. Covenant University is committed to this in order to realize its aspiration of becoming a world-class university.*

#### **Actions:**

- I. In view of the fact that one faculty/staff can attract another, which can lead to chain-attraction, and that faculty, staff and students are the best selling points and advertisers of an organization, the University shall be committed to the academic, administrative and personal welfare of the personnel.
- ii. The University shall adopt a bottom-up approach to the recruitment of faculty and staff, to ensure that top quality individuals are employed in all cases.
- iii. The University shall identify dynamic, creative, experienced, entrepreneurial faculty and staff locally and internationally, as well as co-visioners and not just job seeker.
- iv. The University shall recruit culturally diverse faculty and staff to create a cosmopolitan/global university.
- v. The University shall institute an exercise of vigorous recruitment, tenure and promotion of under-represented minorities and female faculty and staff in disciplines where they are not represented.
- vi. The University shall create postdoctoral opportunities for competent research-savvy local and international faculty, to help boost research and general profile of the university
- vii. The University shall create a health benefits strategy and programmes that will enhance the well-being of employees.
- viii. The University shall identify and recruit only non-academic and academic services support staff who understand the vision and

idea of a university.

## **Strategy 2: Create career tracks for research, teaching and combined research-teaching**

**Motivation:** *Covenant University is committed to creating career tracks based on strengths and competencies of faculty to boost research and teaching.*

### **Actions:**

- i. The University shall create three (3) career tracks namely Research, Teaching and Research, and Teaching; and engage faculty based on their areas of competences.
- ii. For Research Track, the University shall engage academics who can increase the research profile and attract grants to the institution
- iii. For Teaching Track, the University shall deploy academic staff with teaching competence, who can sustain the institution's teaching excellence.
- iv. For Research and Teaching Track, academic staff with aptitude and interest for research and teaching shall be engaged and deployed.

## **Strategy 3: Retention of the best hands through strategic measures**

**Motivation:** *Covenant University is committed to promoting the well-being of all her employees and their family members in order to continuously enhance employee productivity and overall jobsatisfaction.*

### **Actions:**

- i. The University shall continually review the remuneration of faculty and staff in a way that makes it competitive to attract and retain besthands
- ii. The University shall create a health benefits strategy and programmes that will enhance the well-being of employees
- iii. The University shall be committed to building an environment of employee engagement, empowerment and involvement where people can offer their best.
- iv. The University shall create, manage, and administer retirement

- programmes and services that reward long service and help for post-employment income and healthcare
- v. The University shall ensure that the Covenant Medical Centre subscribes to the National Health Insurance Scheme for the benefit of faculty and staff
  - vi. The University shall ensure that there is a university environment that is inclusive and diverse as well as fosters a spirit of community among faculty, staff and students.
  - vii. The University shall build a greater sense of community among faculty, staff and students.
  - viii. There shall be a welfare policy and commitment on bereavement involving staff to mitigate the trauma and/or situation of the bereaved family.
  - ix. The University shall place faculty and staff on group-life assurance to cater for after-life or unforeseen incidences that may have adverse effect on the staff's family.
  - x. There shall be a housing policy that provides mortgage support to faculty and staff in the ongoing Canaan City project
  - xi. There shall be regular refresher courses and on-the-job training for non-teaching staff to increase their capacity and productivity.
  - xii. The University shall take practical steps to increase the time available for faculty to engage in their core duties of teaching and research.
  - xiii. The University shall commit to strengthening an atmosphere of collegiality in order to boost staff morale.
  - xiv. The University shall through the Financial Service Unit, seek proactive means to constantly review the total emoluments of faculty and staff.
  - xv. The University shall have a remuneration policy that ensures that academic and non-academic staff are paid **50%** (minimum) above the industry average. This will enable the University to attract and retain the best hands.
  - xvi. The University shall through the Registry seek to achieve harmonious relationship with faculty and staff during their period of tenure and disengagement from the services of the University.
  - xvii. The University shall make efforts to motivate faculty and staff for increased productivity through incentives such as long service awards, subsidy on children's education, low interest in housing and vehicle loans and so on.
  - xviii. The University shall create defined career tracks for non-teaching staff in line with standard practice.

- xix. There shall be defined promotion criteria for the non-teaching staff.

#### **Strategy 4: Commit to continuous capacity building**

**Motivation:** *Human resource development is pivotal for high productivity and continuous improvement in an organization. Covenant University desires to enhance the capacity of its faculty and staff on a continuous basis.*

#### **Actions:**

- i. The University shall maintain HR policies and practices that will enable maximum utilization of the potentials of faculty and staff.
- ii. The University shall continue to invest in the capacity development of faculty and staff in order to increase productivity.
- iii. The University shall continue to conduct regular orientation programmes for newly recruited faculty and staff.
- iv. The University shall initiate a process of allowing deserving and qualified academics to proceed on sabbatical leave, research leave and other forms of leave.
- v. The University shall, through the Registry, periodically assess performance, identify the training needs of faculty and staff, using the Annual Performance Evaluation Reports (APER).
- vi. The University shall, through the Registry, conduct regular leadership training for heads of units and academic departments and all categories of leaders across the various strata of the University.
- vii. The e-learning programme of the University shall be used as an additional platform for the training and development of faculty and staff
- viii. The University shall encourage faculty and staff to participate in professional and social endeavours that highlight visibility at national, regional and international levels. For example, holding public appointments, membership of executive committees of professional bodies, membership of the National Academy of Science (NAS), membership of the National Academy of Letters (NAL), national awards and so on.
- ix. There shall be a training sub-unit within the HR Unit to organize/oversee regular refresher courses and on-the-job training for non-teaching staff to increase their capacity and productivity.

- x. The non-teaching staff engaged in specialized or technical units such as DAPU, IOL, Student Affairs, IGRU, and the likes, shall be allowed to develop or grow along these respective career tracks and become professional/experienced for the specific duties of such units.

### **341 Key Evaluation Metrics and Performance Indicators**

The following metrics (qualitative and quantitative) shall be used to assess the quality of the labour force in Covenant University:

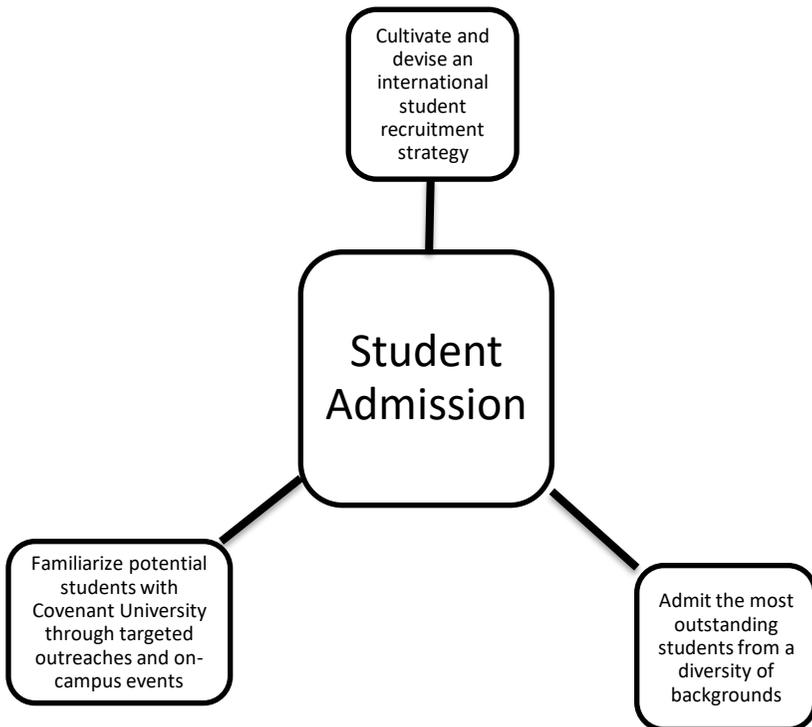
- i. Measure of labour turnover (Semi-annually/Annually)
- ii. Job satisfaction survey (Semi-annually/Annually)
- iii. Volume of academic publications in top indexed journals (Annually)
- iv. Measure of operational efficiency and turnaround time (Quarterly/Semi-annually/Annually)
- v. Post-sabbatical/research leave assessment of achievements of faculty (Annually)
- vi. Comparative assessment of emoluments of faculty and staff with peer institutions (Annually)
- vii. Measure of Staff-student ratio and staff mix of academic departments (Annually)
- viii. Measure of teaching and research quality and community impact efforts of faculty (Annually)
- ix. Annual Performance Evaluation Report (APER) on faculty and staff



*-Signing of the Matriculation Register*



*-Some Foreign Students in the International Office*



*- Figure 6: Strategies for Excellent Admission*

### 3.5 STUDENT ADMISSION

**Goal:** *To attract talented students both nationally and internationally through a fair and rigorous selection process based on scholarly achievements and potentials.*

**Strategy 1: Admit the most academically outstanding students from a diversity of backgrounds**

**Motivation:** *Targeting highly talented individuals from a wide range of backgrounds for admission into a university ensures that the population of applicants to the university is broad and robust. Covenant University is committed to helping individuals from different backgrounds to accomplish their learning aspirations and achieve good outcomes from their studies.*

**Actions:**

- i. The University shall strengthen its admission policy to entrench equality, inclusion, and diversity as fundamental principles of student recruitment at both the undergraduate and postgraduate levels.
- ii. The University shall reduce intake by 20% of the intake of the previous year, each year, over the next 5 years or until such time when a targeted undergraduate population of 4,000 students is achieved. Focus on recruiting only high quality undergraduate students per annum
- iii. The University shall gradually increase postgraduate students' population over the next 5 years
- iv. The University shall systematically increase research, housing, and man-power capacity for postgraduate recruitment over the same period
- v. The University shall develop flexible admission models that accommodate talented students irrespective of socio-economic background through scholarships and fellowships.
- vi. The University shall empower each academic department to be more involved in student recruitment exercises in order to ensure that only academically outstanding students are offered admission.
- vii. The University shall put in place reliable student assessment models including psychometric tests, personality tests, rigorous

- interview sessions, to ensure that only students with the right character disposition are offered admission.
- viii. The University shall promote and celebrate international diversity as an essential part of the Covenant University experience for all students.
  - ix. The University shall protect students' rights and promote social harmony by ensuring that staff and students become knowledgeable on equality issues to avoid discrimination.
  - x. The Covenant University Data Analytics Centre's research efforts shall be brought to bear in the admissions process toward identification of ideal Covenant intakes.

**Strategy 2: Familiarise potential students with the challenges and prospects of higher education and the Covenant University experience, through targeted outreaches and on-campus events**

**Motivation:** *Raising awareness to enable potential university students from all groups to fully actualize their university aspirations and decide on the right choice of programme to study is essential for the future of the individual. Covenant University seeks to properly guide all its potential students.*

**Actions:**

- i. The University shall establish the Covenant University Opportunity Bursary Scheme (OBS) to support indigent, but talented students in acquiring university education.
- ii. The University, through each academic department shall periodically embark on awareness-raising visits to selected secondary schools and educate the students on the uniqueness of each discipline as well as on access to bursaries and scholarships available at Covenant University.
- iii. The University shall explore the use of ICT, electronic documentaries, the mass media, and social media, to raise awareness and to advertise the Covenant experience.
- iv. The University shall reserve a scholarship quota of 10 percent of total student admission into every academic programme under the OBS for financially disadvantaged, but exceptionally brilliant students.
- v. Each student on OBS scholarship shall be required to renew the scholarship yearly subject to a minimum Cumulative Grade Point Average (CGPA) of 4.0.
- vi. The University shall set aside 2.5% of total school fees for a

scholarship program for the best and talented students from the national and international contexts.

- vii. The University shall approach corporate organizations to support one or two such students as their Community Social Responsibility (CSR). Such talented students will also be paid monthly stipend and given special rooms with comfortable living facilities. However, eligibility is for top performing students from anywhere in Nigeria and beyond. Also, a student must maintain a first-class status to continue to enjoy the facility
- viii. The University shall secure other strategic partnerships with relevant stakeholders to support the OBS, particularly in the area of funding.
- ix. The University shall create opportunities for secondary school students from different parts of the country to visit the campus through participation in literary-based, on-campus events such as quiz competitions, debates, essay writing, mathematics, and science competitions.

### **Strategy 3: Cultivate and devise an international student recruitment strategy**

**Motivation:** *Developing and executing international enrolment and selection approach for talented undergraduates and postgraduates is essential for the attainment of world-class status by any university. Covenant University aims to adopt this strategy to improve its international outlook.*

#### **Actions:**

- i. The International Office and Linkages of the University shall periodically analyze and monitor the enrolment data of international students. This will enable the University to reasonably forecast where students are likely to come from in future and where the emphasis should be in marketing the distinctive education provided by the University in a cost-effective way.
- ii. The Admissions Office and the School of Postgraduate Studies of the University shall periodically review admission requirements for international students in order to remain competitive.
- iii. The University shall boost the enrolment of international students by utilizing the vast network of the Living Faith Church worldwide as a strategic platform for the marketing of Covenant

University to prospective international students.

- iv. The University shall make efforts to promote the Covenant University brand as a basis for marketing its products and ideas locally and internationally.

### **35.1 Key Evaluation Metrics and Performance Indicators**

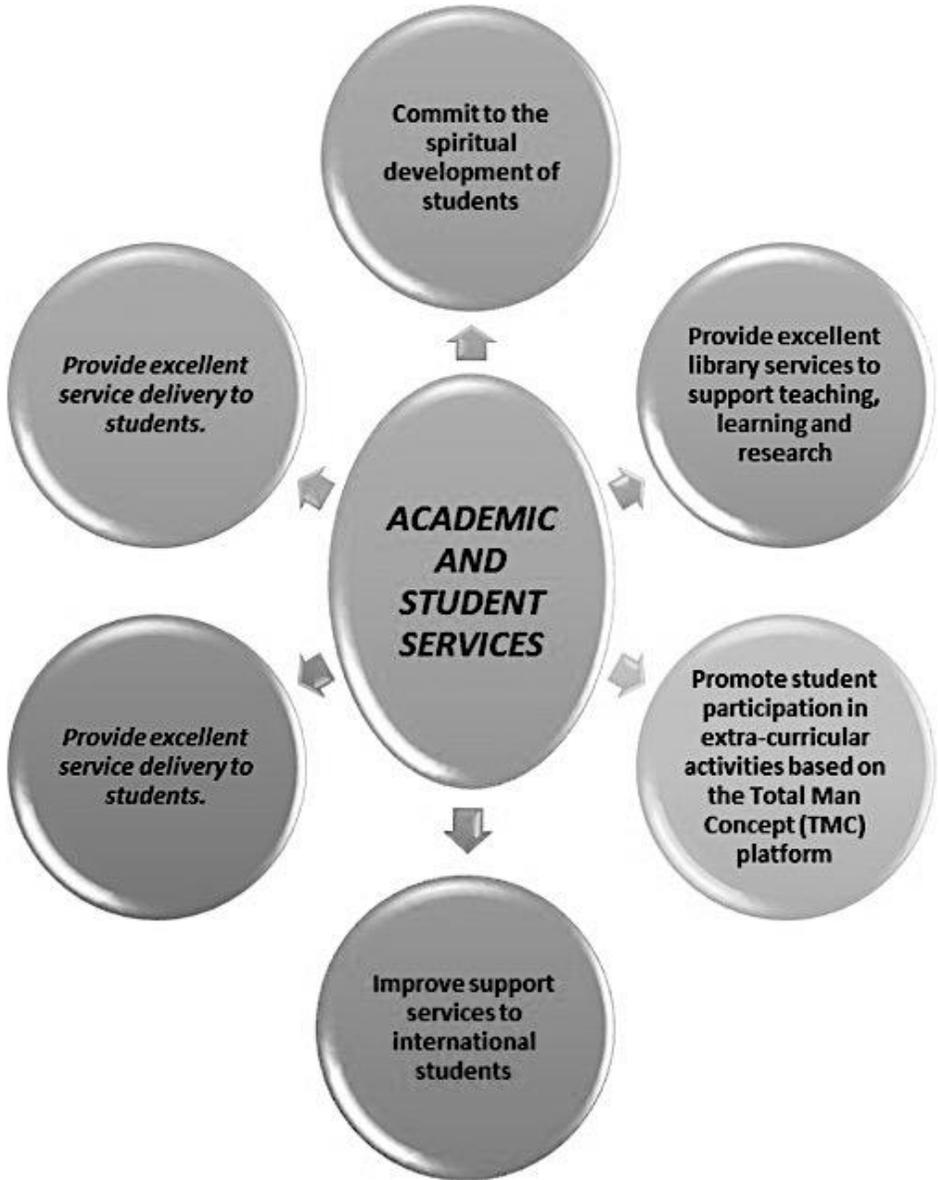
The following metrics (qualitative and quantitative) shall be used to assess the performance of the admission system in Covenant University:

- i. Increase in concentration of talents among students
- ii. Reduction in undergraduate population to 4,000
- iii. Increase in postgraduate population to 2,000
- iv. Reduction in student: faculty ratio to 7:1.
- v. Improvement in Students' results per semester
- vi. Student progression data monitoring and follow up by DCSIS, DSA and D,CUCC
- vii. Regular student assessment form and subsequent analysis
- viii. Increase in number of gifted students awarded scholarship.



*- Covenant's Centre for Research, Innovation and Discovery*

## ACADEMIC AND STUDENT SERVICES



*- Strategies for Excellence in Academic and Student services*

## 36 ACADEMIC AND STUDENT SERVICES

**Goal:** *To deliver quality services and facilities that are effectively managed in order to responsively address the needs of staff, students, and other stakeholders.*

**Strategy 1: Commit to the spiritual development of students**

**Motivation:** *The mind of Christ is the foundation for excellence in all human endeavours. Covenant University recognizes spirituality as the core driver of excellence in all intellectual pursuits.*

**Actions:**

- i. The University shall, through the Chaplaincy, provide adequate pastoral care to students in order to ensure their overall well-being in the University.
- ii. The University shall, through the Chaplaincy, commit to the spiritual growth of all students.
- iii. The University shall, through the Chaplaincy, invest productively in the character development of all students.
- iv. The University shall, through the Chaplaincy, educate students on the visionary perspective of the University and its commitment to raising a new generation of leaders.

**Strategy 2: Provide excellent library services to support teaching, learning and research**

**Motivation:** *Unified library and information services are integral to the success of any top-rated University. Covenant University library services aim to meet this target.*

**Actions:**

- i. The University shall continue to improve on the capacity and quality of its library support services to meet the increasing demands of its users.
- ii. The University shall commit to the expansion of the existing library systems to cater for special needs and peculiarities of the

University community.

- iii. The University shall, through the Centre for Learning Resources (CLR), ensure increased engagement of ICT for library and information services.
- iv. The University shall, through the CLR, provide greater access to learning resources, user interactivity and promote optimal utilization of both analogue and digital materials.
- v. The University shall support the CLR to utilize a wide area network that connects all the libraries in the University electronically.
- vi. The University shall promote the digitization of archives and printed materials, in order to provide timely access to all its libraries and learning resources.
- vii. The University shall, through the CLR, encourage the use of resources on the open access platform to support scholarship.
- viii. The University shall commit to the capacity development of library staff.

### **Strategy 3: Provide excellent service delivery to students.**

**Motivation:** *A rich and diverse experience is the hallmark of being a student in a world-class university. The goal of Covenant University is to extend an impressive range of quality facilities and services synonymous with top-rated universities.*

#### **Actions:**

- i. The University shall ensure robust information services for students, particularly in areas such as academic support services, residential life, catering services, medical services, financial services, transcript processing and career guidance, using modern information and communication technologies.
- ii. The University shall ensure excellent quality in the provision and delivery of services by the Registry, Student Affairs Department, Strategic Business Unit and Medical Centre, as well as easy access to information about such services.
- iii. The University shall improve on its online platforms for the management of registration, teaching and learning, examination entries, notification of examination timetables to students and staff, production of examination results, career counselling, academic advising and transcript processing to ease the burden

on students. The e-platforms will enable on-line access to academic records by both students and faculty and serve as a platform for real-time feedback to parents and alumni.

**Strategy 4: Provide counseling, academic advising, and information services to students**

**Motivation:** *A rich variety of opportunities exists to guide students, but effective access can be difficult. Covenant University as a world-class institution desires to eliminate such hurdles for students.*

**Actions:**

- i. The University shall, through the Chaplaincy and Counseling Unit, improve the counseling services rendered to all students.
- ii. The University shall, through the Students Affairs Department, promote the dissemination of information through regular meetings with departmental and college staff and student representatives involved in student administration.
- iii. The University shall, through the level advisers in the various academic departments, provide academic advisory services to students to enable them fulfill the graduation criteria for their academic programmes.
- iv. The University shall harmonize the student counseling and advisory services into a single integrated advisory system comprising the Counseling Unit, Chaplaincy, Student Affairs Department, and FSP to assist both local and international students.

**Strategy 5: Improve support services to international students**

**Motivation:** *International students require distinctive support systems in order to succeed in their studies. Covenant University offers a unique range of technical advice and cultural counseling to its international students.*

**Actions:**

- i. The University shall, through the IOL, provide relevant assistance to all its international students to help them adapt to the Covenant University culture, its mode of learning and the Nigerian society.

- ii. The University shall engage regular feedback from its international students in order to improve services provided to them.
- iii. The University shall promote a vibrant international student community in order to encourage interaction among its international students.

**Strategy 6: Promote student participation in extra-curricular activities based on the Total Man Concept (TMC) platform.**

**Motivation:** *Holistic education stems from both curricular and extra-curricular activities. The TMC of Covenant University is designed to enable students engage in profitable extra-curricular activities.*

**Actions:**

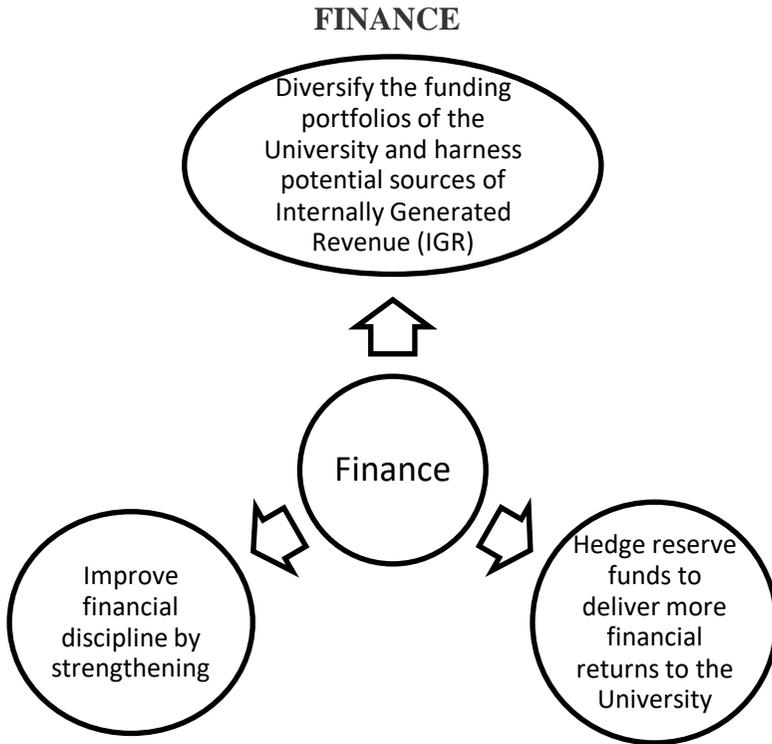
- i. The University shall provide world-class facilities for sports and recreational activities to encourage the physical fitness and general health of students.
- ii. The University shall promote the students' active participation in sports through regular inter and intra-varsity competitions.
- iii. The University shall promote and support student-centered, talent-development initiatives such as paid and volunteer leadership programmes, training workshops, and talent competition.

**3.6.1 Key Evaluation Metrics and Performance Indicators**

The following metrics (qualitative and quantitative) shall be used to assess the quality of academic and student services offered by Covenant University:

Empirical survey of student population on:

- i. Compliance with Covenant culture and core values
- ii. Quality of service delivery
- iii. Quality of Faculty support
- iv. Benefits received from counseling
- v. Quality of academic and personal dimensions of student life
- vi. Quality of learning experience and perception of international students
- vii. Completion rate of students
- viii. Number of sports competitions organized annually
- ix. Number of prizes and awards won in intervarsity sports competition



*- Strategies for Excellence in Finance*

### 3.7 FINANCE

**Goal:** *To strive towards financial independence, accountability, and sustainability through improved income generation and efficiency in planning and administration of financial resources.*

**Strategy 1:** **Diversify the funding portfolios of the University and harness potential sources of Internally Generated Revenue (IGR)**

**Motivation:** *Financial independence is central to a university's ability to improve reward systems for deserving staff, to build*

*competitive scholarship, to fund research, and continually improve facilities and services. An expanded revenue base is of paramount interest to Covenant University.*

**Actions:**

- i. The University shall initiate new relationships and strengthen existing ones in order to widen its endowment base.
- ii. The University shall initiate new revenue generation sources and strengthen existing ones in order to widen its financial resource base.
- iii. The University shall boost its Internally Generated Revenue (IGR) by investing in additional commercial ventures such as publishing, through the Covenant University Press, consultancies and so on.

**Strategy 2: Improve financial discipline by strengthening the budgeting process**

**Motivation:** *A transparent and effective process of management and accountability of all financial resources based on appropriate “checks and balances,” is central to a university's ability to achieve its core mission. Covenant University seeks to continually attain adequate reserve capacity in its central budget.*

**Actions:**

- i. The Directorate of Financial Services (DFS) of the University shall ensure strict adherence to the annual budgetary provisions at all times.
- ii. The University shall, through the Directorate of Financial Services, take steps to transit to a five-year planning cycle in addition to the current single year budgeting. This is to achieve improved management of reserves, teaching and research income, as well as enhance the University's ability to recruit and retain academic staff.
- iii. The University shall, through the Directorate of Financial Services, continue to improve financial systems and strengthen the internal control mechanism in order to promote good governance and mitigate unnecessary extra budgetary financial commitments.

- iv. The University shall, through the Directorate of Financial Services, ensure periodic review of its methods of costing for greater transparency.
- v. The University shall review the operations of the Purchasing Unit to ensure efficiency in all University procurements.
- vi. The University shall maintain accounting and auditing manuals to guide its financial operations. This shall be subject to periodic review.

**Strategy 3: Hedge reserve funds to deliver more financial returns to the University**

**Motivation:** *It is vital for a university to invest reserve funds efficiently. Funds must be carefully invested in a way that minimizes erosion of asset value due to inflation. Covenant University seeks to review its investment management processes in order to ensure that over the long term, it achieves real growth in the value of the reserve funds at an acceptable level of risk.*

**Actions:**

- i. The University shall invest its reserve funds in reliable money and capital market instruments, which may also include government bonds, and bonds issued by reputable foreign governments and companies.
- ii. The University shall also invest in real estate.
- iii. The University shall establish an Endowment Office under the proposed Covenant University Foundation (CUF) to coordinate all endowment drives of the University.
- iv. The University shall engage the services of reputable investment managers to advise the endowment office on alternative investment options for optimal returns.
- v. The University shall establish a vibrant business office within the endowment office to be headed by a professional Business Officer who shall coordinate all efforts to invest her endowment funds

**3.7.1 Key Evaluation Metrics and Performance Indicators**

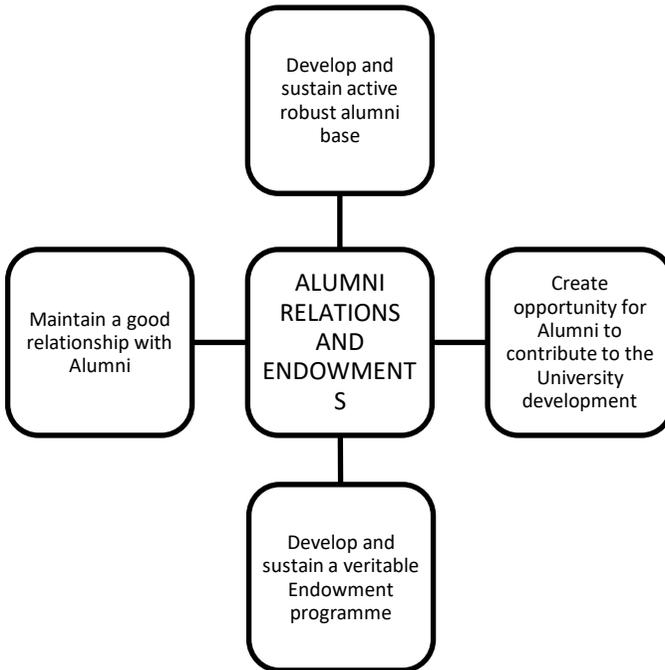
The following metrics (qualitative and quantitative) shall be used to assess the level of financial sustainability of operations in Covenant University:

- i. Measure of annual budget surplus or deficit as absolute percentage of total annual budget
- ii. Measure of amount of internally generated revenue (IGR)
- iii. Measure of the number of new sources of IGR (Annually)
- iv. Measure of the amount of income generated from external sources
- v. Measure of the number of new external income sources (Annually)
- vi. Measure of investments
  - Campus infrastructure
  - Off-campus infrastructure
- vii. Measure of return on investments (Annually)



*- Cross Section of Ph.D students at the 2016/2017 Convocation ceremony*

## ALUMNI RELATIONS AND ENDOWMENTS



### 3.8 ALUMNI RELATIONS AND ENDOWMENTS

**Goal:** *To develop a strong Alumni base and establish a resource for fund raising for the University.*

**Strategy 1:** **Develop and sustain active robust alumni base**

**Motivation:** *A proactive alumni is critical in providing sundry support and services to a university. Covenant University stands to gain from the broad expertise and philanthropy provided by a healthy relationship with its alumni.*

**Actions:**

- i. The University shall prepare and encourage all graduates to become active members of the Alumni
- ii. The University in conjunction with the Alumni shall establish the Covenant University Alumni Center (CUAC) to be a meeting center for graduates.
- iii. The University shall support the CUAC by providing trained and professional staff as well as relevant tools for efficient running of the alumni Centre.
- iv. The University shall improve on the existing electronic platform that facilitates interaction with its graduates all over the world.
- v. The University shall educate the alumni body on the University's vision of aspiring to be among the top ten universities in the world and ensure that they understand their role in the partnership

**Strategy 2: Maintain a good relationship with Alumni**

**Motivation:** *A good relationship between the university and its alumni will foster their increased interest in the university operations*

**Actions:**

- i. The University shall support programmes on personal and professional development for young alumni with the help of Covenant University Faculty and Staff.
- ii. The University shall continue to engage their qualified graduates for vacant positions.
- iii. The University shall maintain continual dialogue with the alumni base on issues of development and related matters.
- iv. The University shall organize regular homecoming for alumni reunion.

**Strategy 3: Create opportunity for alumni to contribute to University development**

**Motivation:** *The alumni base of world-class universities contributes substantially to their growth and development through generous endowments. The University desires to*

*facilitate more involvement of the alumni base in its development.*

**Actions:**

- i. The University shall encourage the alumni to give back to the university in the form of gifts, endowments and contributions to developmental projects.
- ii. The University shall identify, profile and cultivate alumni interested in supporting developmental projects.
- iii. The University shall nurture in the Alumni a culture of giving back to the University through a sustainable annual programme
- iv. The University shall create opportunities for volunteering, mentoring events and affiliations for alumni

**Strategy 4: Develop and sustain a veritable Endowment programme**

**Motivation:** *A strong endowment program is important in generating funds to support research and other activities of a University. The partnership base of world-class universities contributes substantially to their growth and development through generous endowments.*

**Actions:**

- i. The University shall establish an office for Endowments and incorporate the Covenant University Foundation (CUF) as a not-for-profit corporation to raise and manage funds to support the University.
- ii. A board of trustees shall be constituted to oversee the CUF and professional staff recruited for its operations.
- iii. The board of trustees of the CUF shall ensure judicious use of endowments by the University in line with donor intent.
- iv. A comprehensive branding plan shall be designed to enhance awareness of Covenant University's accomplishments.
- v. Communication initiatives shall be strengthened to increase the visibility of Covenant University's contributions to Nigeria and beyond.
- vi. The University shall create funding opportunities including developmental projects and Endowed Chairs especially in core

research competencies and other areas.

- vii. The University shall identify prospective donors among partners of the University.

### **3.8.1 Key Evaluation Metrics and Performance Indicators**

The following metrics (qualitative and quantitative) shall be used to assess the impact of Alumni relationships and Endowments on the development target of Covenant University:

- i. Increase in the percentage of graduates who are active members of the alumni association
- ii. Increase in percentage of alumni employed annually by the University
- iii. Increase in the number of contracts awarded to alumni by the University annually
- iv. Increase in amount of cash donations and other gifts received from alumni annually
- v. Increase in number of endowments, scholarships and fellowships instituted by the alumni in the University.
- vi. Increase in the number developmental projects executed by the alumni within the University.
- vii. Increase in number of volunteering and mentoring programmes organized by the alumni within the University
- viii. Increase in financial donations and other gifts received from partners annually
- ix. Increase in number of endowments, scholarships and fellowships instituted by partners of the University
- x. Increase in number of developmental projects executed by partners of the University



*- A Section of the University Sport Centre*



*- Frontal view of the African Leadership Development Centre*

## FACILITIES AND ENVIRONMENT



*- Strategies for Excellence in Facilities and Environment*

### 39 FACILITIES AND ENVIRONMENT

**Goals:** *To sustain the development of world-class facilities and infrastructure so as to support the University's core Vision and critical operations of learning, research and community development; To periodically maintain the university assets in order to maximize the ROI from investment in the assets.*

#### **Strategy 1: Develop High Quality Buildings and Infrastructures**

**Motivation:** *The quality of the built environment plays a significant role in supporting the operations of the University.*

*Covenant University desires to develop high quality buildings and infrastructures to drive its activities.*

**Actions:**

- i. The University shall, through the Directorate of Physical Planning and Development (PPD), ensure that new construction projects are geared towards buildings and infrastructures of high quality and world-class standards.
- ii. The University shall, through the PPD, make concerted efforts to ensure continuous upgrade of existing facilities to world-class standards.
- iii. The University shall, through the PPD, commit to the engagement of competent vendors and contractors.
- iv. The University shall, through the PPD, commit to best practices in contract administration and project management.
- v. The University shall commit to continual maintenance and development of facilities that will enrich and improve faculty and students' experiences.

**Strategy 2: Ensure Excellent Facilities Management**

**Motivation:** *Operational efficiency in facilities management is critical to ensuring a conducive learning, working, and living environment. Covenant University is committed to excellence in facilities management.*

**Actions:**

- i. The University shall, through the PPD, continue to deploy best practices in facilities management.
- ii. The University shall, through the PPD, ensure that all its facilities are in optimal condition to support their specified functions.
- iii. The University shall, through the PPD, continue to invest in enhancing the value of all its real estate properties.
- iv. The University shall, through the PPD, continue to ensure that plants, machines, and equipment are in serviceable condition for optimal performance.
- v. The University shall, through the PPD, maintain an inventory of

- required and existing infrastructures by using an efficient physical asset information management system.
- vi. The University shall, through the PPD, continue to ensure an enriching experience for faculty, staff, and students by providing excellent housing.

### **Strategy 3: Adopt periodic maintenance of assets**

**Motivation:** *A record of all University assets and their periodic maintenance is critical to ensuring effective management and proper utilization. Covenant University is committed to excellence in Asset maintenance.*

#### **Actions:**

- i. The University shall establish an asset management office to be headed by an Asset Manager.
- ii. The University shall maintain appropriate asset depreciation records to reflect life-span of every asset.
- iii. The University shall create, keep, and regularly update a digitized inventory of all fixed and movable assets.
- iv. The University shall develop a schedule of maintenance for every fixed and movable asset in its inventory.
- v. The University shall have an asset management policy with input from different units that own them such as the Medical Centre, PPD, CSIS, Academic units, etc.
- vi. The University shall improve on its response time to the maintenance of broken down critical infrastructure such as burst water pipes, exposed electrical cables, failed portion of roads, etc.
- vii. The University shall commit to inclusive maintenance culture whereby everyone is actively involved in the protection and asset maintenance.
- viii. All Construction and maintenance works must patronize Covenant's research products as priority (e.g., Hebron Paints).

### **Strategy 4: Commit to Environmental Sustainability**

**Motivation:** *The future of any community depends on its environmental practices especially in the wake of global warming. Covenant University as a citadel of learning aspires to be a role model in environmental sustainability.*

**Actions:**

- i. The University shall, through the PPD, evolve a Sustainable Development Policy (SDP) that will ensure the proper planning, execution and maintenance of projects and infrastructures.
- ii. The University shall, through the PPD, commit to initiatives that can support environmental sustainability.
- iii. The University shall, through the PPD, engage in best practices that shall ensure energy efficiency and water conservation.
- iv. The University shall, through the PPD, commit to waste recycling in driving a green environment.
- v. The University shall, through the PPD, continue to drive research in environmental sustainability and campus sustainability issues.
- vi. The University shall, through the PPD, partner with organizations and agencies championing the cause of the environment.

**3.9.1 Key Evaluation Metrics and Performance Indicators**

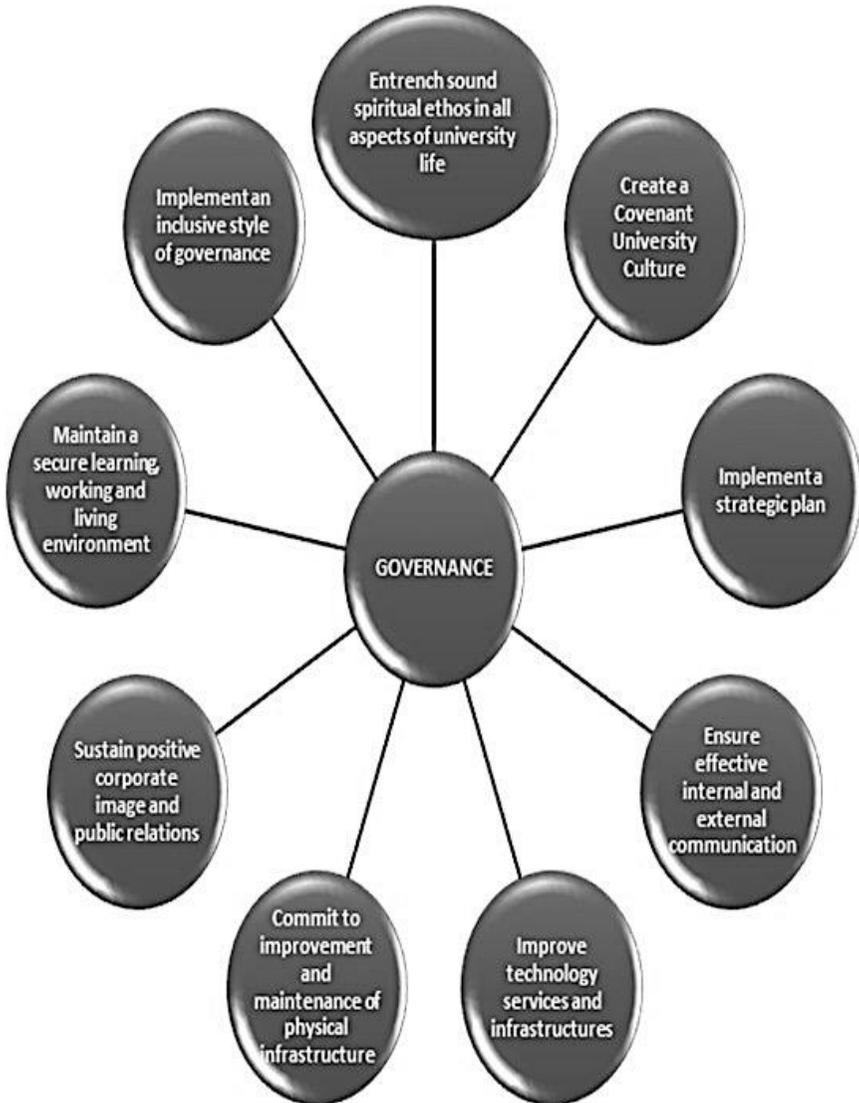
The following metrics (qualitative and quantitative) shall be used to assess the quality of facilities and environment of Covenant University:

- i. Measure of quality of existing physical infrastructures
  - ii. Number of upgraded and new physical infrastructures
  - iii. Response time to critical calls for repair and maintenance
- Measure of quality of initiatives aimed at environmental sustainability



- Board of Regents' members

## GOVERNANCE



Strategies for Excellence in Governance

### 3.10 GOVERNANCE

**Goal:** *To maintain a system of governance that enables a disciplined atmosphere for learning, research and community engagement that is consistent with the Core Values of Covenant University.*

**Strategy 1: Entrench sound spiritual ethos in all aspects of university life**

**Motivation:** *Excellent governance is rooted in divine wisdom. Covenant University recognizes the pivotal place of spirituality in the attainment of Vision 10:2022.*

**Actions:**

- i. The University shall, through the Chaplaincy, provide adequate pastoral care to faculty, staff and their families in order to ensure their overall welfare in the University.
- ii. The University shall, through the chaplaincy, commit to the spiritual health and development of all staff.
- iii. The University shall, through the Chaplaincy, seek to foster the knowledge of its Core Values, through sound biblical teaching and orientation of staff.
- iv. The University shall, through the Chaplaincy, educate staff on the visionary perspective of the University and its commitment to raising a new generation of leaders.
- v. The University shall ensure that spiritual activities will not in any way impede research and intellectual development but stimulate them.

**Strategy 2: Implement a strategic plan**

**Motivation:** *The importance of planning in the management of organizational affairs for the attainment of set goals in top-rated universities cannot be over-emphasized. Covenant University is committed to the pursuit of a strategic plan.*

**Actions:**

- i. The University shall review and measure the progress of the Vision to be among the top ten universities in the world by the

year 2022 through the strategies, actions and performance monitoring metrics stated in this plan bi-annually.

- ii. The University shall encourage each department, college and other units to develop their own strategic plans based on the template provided in this plan.
- iii. The University shall empower key officers and actors that are relevant to the strategies proposed in this plan to execute them.

### **Strategy 3: Create a Covenant University Culture**

**Motivation:** *Historically, top-rated universities are known to be founded on core values and ethos that define their uniqueness. Covenant University desires to promote and sustain its core values in all aspects of university life.*

#### **Actions:**

- i. The University shall sustain its corporate culture in all its activities, anchored on its Core Values.
- ii. The University shall maintain a commitment to punctuality and timely response to assignments and responsibilities.
- iii. The University shall encourage its entire faculty to be committed to active engagement of students in the classroom for a rich classroom experience.
- iv. The University shall encourage the general welfare of students through the Student Support Programme (SSP), Chaplaincy and the Alumni Association.
- v. The University shall promote a culture of mutual respect among faculty and staff in the pursuit of their assignments.

### **Strategy 4: Ensure effective internal and external communication**

**Motivation:** *Communication builds relationships, prevents misunderstanding and saves time and energy in the pursuit of organisational goals. Covenant University intends to enhance its internal and external communication system.*

#### **Actions:**

- i. The University shall encourage a cultured and polite manner of communication in the workplace.
- ii. The University shall ensure efficient use of internal

communication channels and sustain speedy and responsive communication of decision outcomes.

- iii. The University shall institute an efficient memo-tracking system to forestall undue delays in handling official communications.
- iv. The University shall conduct regular language clinic in order to improve the communication skills of faculty and staff.
- v. The University shall make efforts to improve the linguistic quality of its website in order to utilize it as an effective medium of communication.

### **Strategy 5: Improve technology services and infrastructures**

*Motivation: The use of quality Information and Communication Technology (ICT) infrastructures and services for teaching and research support are major characteristics of world-class universities. Covenant University aims to attain excellence in all its operations through effective ICT support.*

#### **Actions:**

- i. The University shall ensure delivery of quality Information Technology (IT) services and infrastructure that support academic and research activities as well as the community engagement needs of the University.
- ii. The University shall provide a secure ICT service and infrastructure for the entire community.
- iii. The University shall provide a functional ICT policy to guide its operations.
- iv. The University shall ensure efficient Internet services for the benefit of faculty, staff and students.
- v. The University shall improve on the quality of ICT services support for management and administration at all levels.
- vi. The University shall invest in the acquisition of an efficient enterprise resource planning system that integrates the information needs of the University's central administration, registry, financial services, personnel, and student information into a single software platform.

### **Strategy 6: Commit to improvement and maintenance of physical infrastructure**

**Motivation:** *The regular maintenance of physical infrastructures for teaching and research are major characteristics of world-class universities. Covenant University aims to attain excellent maintenance of structures.*

**Actions:**

- i. The University shall through the Directorate of Physical Planning and Development (PPD) engage in proactive planning of its environmental landscape to accommodate continual expansion.
- ii. The University shall through the PPD, evolve a Sustainable Development Policy (SDP) that will ensure the proper planning, execution and maintenance of projects and infrastructures.
- iii. The University shall through the PPD, commit to regular maintenance and expansion of all infrastructures that support learning, research and living conditions of faculty, staff and students on campus.
- iv. The University shall through the PPD, ensure efficient delivery of utility services such as electricity and water supply.
- v. The University shall through the PPD, maintain an inventory of required and existing infrastructures by using an efficient physical asset information management system.
- vi. The University shall through the PPD and Financial Services Directorate, prioritize the infrastructural needs of various departments and units based on budgetary provisions.
- vii. The University shall through the PPD, continually monitor and evaluate the state of its physical infrastructures in order to ensure the sustenance of efficient learning, working and living environment.
- viii. The University shall establish a Staff Recreation Centre with social and sports facilities for rejuvenation, to facilitate interaction, and ultimately promote the spirit of excellence.

**Strategy 7: Sustain positive corporate image and public relations**

**Motivation:** *An excellent corporate image and good public relations are vital to the reputation of a university. Covenant University is committed to proactive and constant two-way communication between the institution and the public.*

**Actions:**

- i. The University shall, through the Media and Corporate Affairs Unit, ensure effective communication with the external context in order to promote understanding of its uniqueness as a world-class mission-based institution.
- ii. The University shall strengthen the Media and Corporate Affairs Unit as its official image-builder and media manager.
- iii. The University shall, through the Media and Corporate Affairs Unit, engage in quality liaison with the local communities, public and private institutions.
- iv. The University shall through the Media and Corporate Affairs Unit, continue to promote diverse activities that enhance the Covenant brand
- v. The Media and Corporate Affairs Unit shall adopt more efficient measures in responding to the media, clarification of issues with the press and disseminating news, to avoid rumour mills and media misrepresentation.

**Strategy 8: Maintain a secure learning, working and living environment**

**Motivation:** *The security of life and property is fundamental to the attainment of organisational goals. Covenant University desires to promote and sustain a secure environment that facilitates excellent scholarship.*

**Actions:**

- i. The University shall, through the Security Committee, formulate a comprehensive security policy that will provide a framework for the management of all security issues.
- ii. The University shall, through the Security Unit, maintain vigilance over its properties and installations in order to guarantee a safe environment.
- iii. The University shall, through the Security Unit, maintain sound intelligence mechanisms in order to safeguard its community.
- iv. The University shall, through the Security Unit, investigate all cases of security breaches on campus.
- v. The University shall, through the Security Unit, engage the collaboration of the Nigeria Police Force in all issues pertaining to security on campus.

## **Strategy 9: Implement an inclusive style of governance**

**Motivation:** A participatory style of governance encourages collective ownership of organisational goals by both the Management and followership. Covenant University intends to adopt an inclusive style of governance.

### **Actions:**

- i. The University shall encourage decentralization of roles for effectiveness in governance.
- ii. The University shall facilitate viable, informed, collaborative and transparent decision-making at all levels.
- iii. The University shall drive a sustainable committee system that enables the inclusive participation of all stakeholders in decision-making at all levels.
- iv. The University shall foster a convivial atmosphere that allows ideas and opinions for the improvement of the University to thrive.
- v. The University shall put in place mechanisms for regular feedback on the quality of governance per time. This should include a 360-degree feedback system.
- vi. The University shall create more opportunities for students' engagement and input in the University's decision-making process.
- vii. There shall be democratization of parts of the governance structure to allow for fresh ideas, efficiency and productivity
- viii. Implementation of policies shall be by units as well as standing and ad hoc committees

### **3.10.1 Key Evaluation Metrics and Performance Indicators**

The following metrics (qualitative and quantitative) shall be used to measure the quality of governance on the developmental targets of Covenant University:

- i. Check compliance of staff with core values and punctuality using existing mechanisms such as APER
- ii. Ensure an effective feedback mechanism and conduct communication audit through the concept of Management by Wandering Around (MBWA)
- iii. Measure Turnaround Time (TAT) of memos
- iv. Use of key performance indicators stated in this plan
- v. Wider latitudes for decision making and governance

- vi. The number of new forms of recognition and rewards for outstanding performance among faculty that have been implemented in departments and colleges.
- vii. Media monitoring of articles, news and publications on Covenant University and its activities
- viii. Empirical survey of public awareness of Covenant University and its activities.
- ix. Number of reported security breaches and crime in Covenant University annually
- x. Empirical survey of staff and student population on:
  - Compliance with Covenant culture
  - Quality of ICT services and infrastructure
  - Quality of physical infrastructure and maintenance
  - Quality of security services in the University
  - Quality of internal and external communications
  - Quality of participation in institutional



*- Postgraduate Hall of Residence*

Appendix I – Resources, Officers and timeline for Implementation of plan

Strategy	Actions	Resources needed	Person/Office Responsible	Timeline
<b>Teaching and Learning</b>				
1	i	Personnel (teaching and research); Funding (teaching aids and research equipment)	VC; Registrar; HODs	2018-2028
	ii	Personnel (Administrative)	HODs	
	iii	Personnel (teaching and research)	HODs; All, Faculty	2018- 2028
	iv	Personnel (professional teachers and trainers); Funding (building, training, etc.)	VC; Registrar; DPPD	2018- 2028
	v	Personnel (Administrative)	DQAS; DAPU	2018- 2028
	vi	Funding (scholarship)	Dean,SPS; HODs	2018- 2028
	vii	Personnel (Administrative, teaching);	Registrar; Dean, SPS; HODs	2018- 2028
2	i	Personnel (tutors comprising promising postgraduate students); Funding (software development, web-hosting, and remuneration of tutors)	Registrar; Dean, SPS; DCSIS; All Faculty; Tutorial Committee (TC)	2018- 2028
	ii	Personnel (teaching and research);	All faculty; TC	2018- 2028
	iii	Personnel (teaching, research, administrative); Students	DQAS; DAPU	2018- 2028
	iv	Personnel (teaching, research, administrative); Students	TC; DSA, DAPU	2018- 2028
	v	Personnel (teaching, research, administrative); Students	TC; DSA, DAPU	2018- 2028
	vi	Personnel (teaching, research, administrative);	HODs; All faculty; TC; DCSIS	2018- 2028
3	i	Personnel (Administrative, professionally trained teachers, teaching); Funding for building,	DPPD; DAPU; Quality Assurance (QA); ITLS	2018- 2028
	ii	Personnel (Administrative, Non-teaching); Funding for student-based societies' participation in local and external events	Student Affairs; Student Council; CULDS'	2018- 2028
4	i	Personnel (teaching, research, administrative)	DAPU; Curriculum Committee; HODs	2018- 2028
	ii	Personnel (teaching, research, administrative);	HODs	2018- 2028
	iii	Personnel (teaching, research, administrative);	DAPU; HODs	2018- 2028
5	i	More trained personnel (Directorate of Quality Assurance)	VC; DAPU; HODs	2018- 2028
	ii	Funding (initiatives for enhanced productivity)	DQAS	2018- 2028
	iii	Personnel (administrative);	VC; Registrar; DQAS	2018- 2028
	iv	Funding of training for improved teaching quality	VC; Deans; HODs	2018-2020
	v	Personnel (teaching, research, administrative);	DQAS, DAPU	2018- 2028
	vi	Personnel (teaching, research, administrative);	ITLS, DAPU	2018- 2028

	vii	Personnel (administrative);	DQAS, VC; Registrar	2018- 2028
6	i	Funding (Advertorials in international media)	Corporate and Media office	2018-2022
	ii	Funding of exchange opportunities	DIOL	2018-2020
	iii	Personnel (administrative)	DAPU, DIOL	
	iv	External visit and feasibility studies	DIOL	2018-2020
	v	Personnel (teaching, research, administrative)	Registrar; Admission Officer	2018-2028
	vi	Personnel (administrative)	VC; Registrar	
7	i	Funding (scholarship schemes, honoraria for international assessors of student thesis)	VC; Registrar; Dean-SPS; HODs	2018- 2028
	ii	Personnel (Administrative, Non-teaching);	VC; Registrar; Admissions Officer	2018-2020
	iii	Personnel (Administrative, Non-teaching); Funding for scholarship scheme	VC; Registrar; Dean, SPS	2018-2022
	iv	Personnel (Administrative, Non-teaching); Funding for floating of online admission application platform	Dean, SPS; DCSIS	2018-2028
	v	Personnel (Administrative, Non-teaching);	Dean, SPS	2018-2028
	vi	Personnel (Administrative, teaching, Non- teaching);	Dean, SPS; Deans of Colleges; HODs; All Faculty	2018-2028
	vii	Personnel (Administrative, Non-teaching); Funding for Building of International Students Centre	DIOL	2018-2022
	viii	Personnel (Administrative, Non-teaching); Funding for Engagement of top-class expatriate faculty	Registrar; DIOL	2018-2022
8	i	Personnel (Administrative, Non-teaching); Funding	Dean SPS; HODs	2018- 2028
	ii	Personnel (Administrative, teaching)	Dean, SPS; HODs	2018-2022
	iii	Personnel (Administrative, teaching)	Dean, SPS	2018-2018
9	i	Personnel (Administrative, teaching, Non- teaching);	VC; Dean-SPS; HODs; D-CSIS	2018-2028
	ii	Personnel (Administrative, teaching, Non-teaching);	D-CLL	2018- 2028
	iii	Personnel (Administrative, teaching, Non-teaching)	D-CLL	2018-2022
	iv	Personnel (Administrative, teaching, Non-teaching);	D-CLL	2018-2022
10	i	Personnel (Administrative, teaching, Non-teaching);	D-CSIS; HODs ;All Faculty	2018-2028
	ii	Personnel (Administrative, Non-teaching);	D-CSIS; Head, MCA	2018-2022
11	i	Personnel (Administrative, Non-teaching);	Registrar; Admissions Officer	2018-2022
12	i	Personnel (Administrative, Non-teaching, students)	DAPU; D-CSIS; Quality Assurance office; All students	2018-2028

	ii	Personnel (Administrative, Non-teaching); Personnel (Administrative, Non-teaching); Funding of initiative	D-QA; DAPU	2018-2028
	iii	Personnel (Administrative, Non-teaching); Funding the materials for the initiative	D-CSIS; Head, Academic Affairs	2018-2028
<b>Research</b>				
1	i	Personnel (Administrative, teaching, Research) Funding for Research Fund	VC; Registrar	2018-2028
	ii			
	iii	Personnel (Administrative, teaching); Special fund	VC; Registrar	2018-2028
	iv	Personnel (Administrative, teaching and research)	VC; Registrar; Dean, SPS	2018-2028
	v	Personnel (administrative.)	VC; Registrar; Dean, SPS	2018-2028
	vi	Personnel (admin.); Postdoc. students	VC; Registrar; Dean, SPS	2018-2028
	vii	Personnel (admin.)	VC; Registrar; Dean, SPS; DAPU	2018-2028
	viii	Personnel (Administrative, teaching and research); Research fund	VC; Registrar; Dean, SPS	2018-2028
2	i	Personnel (Teaching and Non-teaching); Research Fund;	Registrar, D-CUCRID, DCSIS	2018-2028
	ii	Personnel (Teaching and Non-teaching); Research Fund	Registrar, D-CUCRID, DCSIS	2018-2028
	iii	Personnel (Teaching and Non-teaching); Research Fund	Registrar, D-CUCRID, DCSIS	2018-2028
	iv	Personnel (Teaching and Non-teaching); Research Fund	Registrar, D-CUCRID, DCSIS	2018-2028
	v	Personnel (Administrative, Non-teaching)	Registrar, DCSIS	2018-2028
3	i	Personnel (Non-teaching) Funding for (maintenance, research support)	Registrar, D-PPD, CUCRID	2018-2028
	ii	Personnel (research & admin); Funding (research support, logistics)	Registrar; D-CUCRID	2018-2028
	iii	Personnel (research); Funding (research)	Registrar; D-CUCRID	2018-2028
	iv	Personnel (research); Funding (research)	Registrar; D-CUCRID	2018-2028
	v	Personnel (research); Funding (research)	Registrar; D, CUCRID	2018-2028
	vi	Personnel (administrative & research)	Registrar; Dean, SPS, D-CUCRID	2018-2028
	iv	Personnel (research); Funding (research, award)	VC; Registrar; D-CUCRID	2018-2028
	v	Personnel (research); Funding (research, award)	VC; Registrar; D-CUCRID	2018-2028
9	i	Personnel (research and administrative)	VC; Registrar; D-CUCRID; CHREC	2018-2028
	ii	Personnel (research and administrative)	VC; Registrar; D-CUCRID, CHREC	2018-2028

10	i	Research Fund	Research Track Staff	2018-2028
	ii	Research Fund	Research Track Staff	2018-2028
11	i	Personnel, Funding	VC/D-CUCRID	2018-2028
	ii	Research Funding	VC, Registrar	2018-2028
	iii	Personnel (research); Funding (research, award)	VC; Registrar; D-CUCRID	2018-2028
12	i	Personnel (research); Funding (research)	VC; Registrar; D-CUCRID	2018-2028
	ii	Personnel (research); Funding (research)	VC; Registrar; D-CUCRID	2018-2028
	iii	Personnel (research); Funding (research)	VC; Registrar; D-CUCRID	2018-2028
	iv	Personnel (research); Funding (research)	VC; Registrar; D-CUCRID	2018-2028
	v	Personnel (research); Funding (research)	VC; Registrar; D-CUCRID	2018-2028
<b>Community and International Engagement</b>				
1	i	Personnel (Administrative and Non- teaching); Funding for projects and idea incubating centres	CUCDIIC	2018-2028
	ii	Personnel (Administrative and Non- teaching); Funding of new ideas and incubating centres	CUCDIIC	2018-2028
	iii	Personnel (Administrative and Non-teaching); Funding of outreaches	CUCDIIC	2018-2028
	iv	Personnel (Administrative and Non-teaching); funding for Job offers, support services	Registrar	2018-2028
	v	Personnel (Administrative and Non-teaching); Funding of educational programmes	D, CLLL; DCSIS	2018-2028
	vi	Personnel (Administrative and Non-teaching); Funding of outreaches and advocacy programmes;	CUCDII; Enactus	2018-2028
	vii	Personnel (Administrative and Non-teaching); Funding of new ideas and incubating centres	CUCDIIC; DCEDS	2018-2028
	viii	Personnel (Administrative and Non-teaching); Funding of outreaches and advocacy programmes and incubating centres	Chair, CUCDII; DCEDS	2018-2028
2	i	Personnel (Administrative and Non-teaching); Funding for Award events	Registrar; Chair, CUCDII	2018-2028
	ii	Personnel (Administrative and Non-teaching); Funding of integrated advertorials;	Chair, CUCDIIC; DD, M&CA	2018-2028
	iii	Personnel (Administrative and Non-teaching); Funding of outreaches and advocacy programmes; incubating centres	Chair, CUCDIIC; DCEDS	2018-2028

	iv	Personnel (Administrative and Non-teaching); Funding of outreaches and advocacy programmes; incubating centres	Chair, CUCDIIC; DCEDS	2018-2028
	v	Personnel (Administrative and Non-teaching); Funding of outreaches, advocacy programmes and; Logistics	CEDS; D, CU-FARMS; Chair, CUCDIIC	2018-2028
3	i	Personnel (Administrative and Non-teaching);	Chair, CUCDIIC	2018-2028
	iii	Personnel (Administrative and Non-teaching); Funds; Logistics	DCEDS;D, CU-FARMS; Chair, CUCDIIC; DCUCRID	2018-2028
	iv	Personnel (Administrative and Non-teaching); Transport and Logistics	SCEDS; DCU-FARMS; Chair CUCDIIC; MGR, CMFB	2018-2028
	v	Personnel (Administrative and Non-teaching); Funds; Logistics	Chair, CUCDIIC. DCUCRID	2018-2028
	vi	Personnel (Administrative and Non- teaching); Funding of outreaches and advocacy programmes and Logistics	D, CEDS; CU- FARMS CUCDIIC;D, CLLL	2018-2028
	vii	Personnel (Administrative and Non- teaching); Funding of outreaches and advocacy programmes and incubating centres	Chair, CUCDII; DCEDS	2018-2028
	4	i	Personnel (Administrative and Non- teaching);	VC, Registrar, D,CUCRID; D,IO&L
ii		Personnel (Administrative and Non- teaching);	VC, Registrar, D,CUCRID; D,IO&L	2018-2028
iii		Personnel (Administrative and Non- teaching);	VC, Registrar, D,CUCRID; D,IO&L	2018-2028
iv		Personnel (Administrative, teaching and Non-teaching);	VC, Registrar, D,CUCRID; D,IO&D,CLLL	2018-2028
v		Personnel (Administrative and Non- teaching);	VC, Registrar, D,CUCRID; D,IO&L	2018-2028
vi		Personnel (Administrative and Non- teaching);	VC, Registrar, D,CUCRID; D,IO&L	2018-2028
vii		Personnel (Administrative and Non- teaching);	VC, Registrar, D,CUCRID; D,IO&L D,CLLL	2018-2028
5	i	Personnel (Administrative and Non-teaching); Funding of research and development programmes; Facilities	CU-PDM; CU-FARMS;CEDS; CUP	2018-2028
	ii	Personnel (Administrative and Non-teaching); Funding; Facilities	D,CU-PDM;D,CU-FARMS; DCEDS; DCUP	2018-2028
	iii	Personnel (Administrative and Non-teaching); Funding; Facilities	D,CU-FARMS; DCEDS	2018-2028
6	i	Personnel (Administrative and Non- teaching); Funding of development initiatives and Facilities	D,CUP	2018-2028
	ii	Personnel (Administrative and Non-teaching); Funding of Advertorials and publications, Logistics and Facilities	CUP	2018-2028
	iii	Personnel (Administrative and Non- teaching); Funding of outreaches and advocacy programmes and	DCUP; Chair, CUDAC	2018-2028

7	i	Personnel (Administrative and Non-teaching);	DIOL	2018-2028
	ii	Personnel (Administrative and Non-teaching);	DIOL	2018-2028
	iii	Personnel (Administrative and Non-teaching);	DIOL	2018-2028
	iv	Personnel (Administrative and Non-teaching);	VC, Registrar, D,IO&L, D,CUCRID;D,CLLL	2018-2028
	v	Personnel (Administrative and Non-teaching);	VC, Registrar, D,IO&L D,CUCRID;D,CLLL	2018-2028
<b>Human Resources</b>				
1	i	Personnel (Administrative, teaching and Non-teaching); Funding of recruitment drives	VC; Registrar; Deans; Academic Departments	2018-2022
	ii	Personnel (Administrative, teaching and Non-teaching); Funding of recruitment drives; engaging person-to-person contacts with top-class academics and staff from elsewhere	Academic departments; Deans, Registrar, VC	2018-2022
	iii	Personnel (Administrative, teaching and Non-teaching); Funding of person-to-person contacts with top-rated scholars	Registrar; Professors and other senior faculty	2018-2020
	iv	Personnel (Administrative, teaching and Non-teaching); Funding of overseas recruitment drive	VC; Registrar; DIOL	2018-2022
	v	Personnel (Administrative and Non-teaching); Funding of overseas recruitment drive	VC; Registrar; DIOL	2018-2022
	vi	Personnel (Administrative, teaching and Non-teaching); Funding for Advertisements for postdoc opportunities	VC; Professors	2018-2028
	vii	Personnel (Administrative, teaching and Non-teaching); Funding of health insurance and provisions for healthcare for staff and family	Registry; Academic Departments/Units; CMO; Sports Centre; DFS	2018-2022
	viii	Personnel (Administrative, teaching and Non-teaching); Funding for Training and retraining of staff	Registrar; Unit Heads	2018-2028
2	i	Personnel (Administrative and Non-teaching)	VC; Registrar	2018-2019
	ii	Personnel (Administrative, teaching and Non-teaching); Funding for recruitment and special financial/accounts provision for research-track staff	VC; Registrar	2018-2019
	iii	Personnel (Administrative, teaching and Non-teaching); Funding for motivation and reward	VC; Registrar	2018-2019
	iv	Personnel (Administrative, teaching and Non-teaching);		

3	i	Personnel (Administrative and Non-teaching); Funding for motivation and reward	VC; Registrar	2018-2028
	ii	Personnel (Administrative and Non-teaching); Resources for health insurance and regular check-up	VC; Registrar; CMO	2018-2019
	iii	Personnel (Administrative and Non-teaching); Funding for research account, motivation and reward	VC; Registrar	2018-2019
	iv	Personnel (Administrative and Non-teaching); Funding for pecuniary rewards for excellence and periodic salary upward reviews	VC; Registrar; DFS	2018-2028
	v	Personnel (Administrative and Non-teaching); Funding of health insurance for employees	Registrar; CMO	2018-2028
	vi	Personnel (Administrative and Non-teaching); Funding for establishing of a Centre for Human Resources Development; creation of Recreation Centre	Registrar	2018-2028
	vii	Personnel (Administrative, Non-teaching, students)	VC; Registrar; Dean Student Affairs; DIOL	2018-2028
	viii	Personnel (Administrative and Non-teaching); Funding of interment of dead personnel and welfare package for bereaved family	VC; Registrar; DFS; Chaplaincy	2018-2022
	ix	Personnel (Administrative and Non-teaching); Part-funding of staff's NHIS enrollment	University Health Centre	2018-2028
	x	Personnel (Administrative and Non-teaching); Funding for faculty and staff in Canaan City housing scheme	VC; Registrar;	2018-2028
	xi	Funding for training	VC; Registrar	2018-2028
xii	Personnel (Administrative and Non-teaching)	VC; Registrar; DFS; Chaplaincy	2018-2022	
iv	Personnel (Administrative and Non-teaching); Funding for pecuniary rewards for excellence and periodic salary upward reviews	VC; Registrar; DFS	2018-2028	
V	Personnel (Administrative and Non-teaching); Funding of health insurance for employees	Registrar; CMO	2018-2028	

	vi	Personnel (Administrative and Non-teaching); Funding for establishing of a Centre for Human Resources Development; creation of Recreation Centre	Registrar	2018-2028
	vii	Personnel (Administrative, Non-teaching, students)	VC; Registrar; Dean Student Affairs; DIOL	2018-2028
	viii	Personnel (Administrative and Non-teaching); Funding of interment of dead personnel and welfare package for bereaved family	VC; Registrar; DFS; Chaplaincy	2018-2022
	ix	Personnel (Administrative and Non-teaching); Part-funding of staff's NHIS enrollment	University Health Centre	2018-2028
	x	Personnel (Administrative and Non-teaching); Funding for faculty and staff in Canaan City housing scheme	VC; Registrar;	2018-2028
	xi	Funding for training	VC; Registrar	2018-2028
	xii	Personnel (Administrative and Non-teaching)	VC; Registrar; DFS; Chaplaincy	2018-2022
	xiii	Personnel (Administrative and Non-teaching)	VC; Registrar; Deans; HODs/HOUs	2018-2022
	xiv	Personnel (Administrative and Non-teaching); Funding for Periodic upward review of benefits	VC; Registrar; DFS	2018-2028
	xv	Personnel (Administrative and Non-teaching); Funding for Review of salaries and emoluments	Registrar; DFS	2018-2028
	xvi	Personnel (Administrative and Non-teaching); Funding for Capacity development programmes; regular orientation	Registrar; Head Establishment	2018-2028
	xvii	Personnel (Administrative and Non-teaching)	VC; Registrar	2018-2028
	xviii	Personnel (Administrative and Non-teaching); Funding for Handbook on career policy for NTS	Registrar	2018-2020
	xix	Personnel (Administrative and Non-teaching); Funding for Upward review of emoluments	Registrar; Director Financial Services	2018-2025
4	i	Personnel (Administrative and Non-teaching); Funding for Salary increment or enhanced benefits	VC; Registrar	2018-2025
	ii	Personnel (Administrative and Non-teaching); Funding for Regular orientation programmes and general meetings	Registrar	2018-2028
	iii	Personnel (Administrative and Non-teaching); Funding for Training/orientation programmes	Registrar; University Health Centre; Centre for Human Resources Welfare	2018-2022

	iv	Personnel (Administrative and Non-teaching); Funding for Payment of full salaries while on research leave	VC; Registrar	2018-2020
	v	Personnel (Administrative and Non-teaching); Funding for Regular training and retraining of staff	Registrar	2018-2020
	vi	Personnel (Administrative and Non-teaching); Funding for Orientation and University information materials	Registrar	2018-2020
	vii	Personnel (Administrative and Non-teaching); Funding of Release of faculty for sabbatical leave and full payment of salaries while faculty are away	Registrar	2018-2020
	viii	Personnel (Administrative and Non-teaching); Funding for Releasing such staff and payment of their full salaries while in national/public service	Registrar; Head of Establishment; Centre for Human Resource Development	2018-2024
	ix	Personnel (Administrative and Non-teaching); Funding of personnel for such internal/external training	VC; Registrar	2018-2028
	x	Personnel (Administrative and Non-teaching); Funding for Provision of learning resources	VC; Registrar	2018-2028
<b>Admissions</b>				
1	i	Personnel (Administrative and Non-teaching)	Registrar; Chair, CUDAC	2018- 2028
	ii	Personnel (Administrative and Non- teaching)	Registrar; Chair, CUDAC	2018 -2028
	iii	Personnel (Administrative and Non- teaching)	Registrar; Dean, SPS; Chair, CUDAC	2018 -2028
	iv	Personnel (Administrative and Non - teaching); Funding for research facilities, housing, faculty recruitment	BOR; VC; Registrar; DPPD	2018 -2028
	v	Personnel (Administrative and Non-teaching);		
	vi	Personnel (Administrative, teaching and Non-teaching)	HODs Admission officer	2018 - 2028
	vii	Personnel (Administrative and Non-teaching); Funding for State of the art ICT; Psychometric Testing instruments	Director, Counselling Centre; D,CSIS; DSA Chair, CUDAC	2019 - 2028
	viii	Personnel (Administrative and Non-teaching, students); Google form feedback Questionnaire	D,IOL; Students Council; DSA	2018 - 2028
	ix	Personnel (Administrative and Non-teaching); Google form feedback Questionnaire	D,IOL; Students Council; DSA	2018 - 2028
2	i	Personnel (Administrative and Non-teaching); Scholarship Funds	VC; Registrar; DFS	2018 -2028
	ii	Personnel (Administrative and Non- teaching);	VC; Registrar;DFS; D,CSIS; M&CA	2018 -2028

	iii	Personnel (Administrative and Non- teaching);	VC; Registrar; DFS; D,CSIS;M&CA	2018-2028
	iv	Personnel (Administrative and Non-teaching); Scholarship Funds	VC; Registrar; DFS	2018 -2028
	v	Personnel (Administrative and Non-teaching); Scholarship Funds	VC; Registrar; DFS	2018 -2028
	vi	Personnel (Administrative and Non-teaching); Scholarship Funds	VC; Registrar; DFS	2018 -2028
	viii	Personnel (Administrative and Non-teaching); Scholarship Funds	VC; Registrar; DFS	2018 -2028
	ix	Personnel (Administrative and Non-teaching);	CUCDII; Admission officer	2018 -2028
3	i	Personnel (Administrative and Non-teaching);	D,IOL; Students Council; DSA	2018 -2028
	ii	Personnel (Administrative and Non- teaching);	Dean, SPS; D,IOL; Admission Office	2018 -2028
	iii	Personnel (Administrative and Non-teaching);	LFC; D,IOL; DSA; Admission Office	2018 -2028
	iv	Personnel (Administrative and Non-teaching);	VC; Registrar; MCA	2018 -2028
<b>Academic and Student Services</b>				
1	i	Personnel (Administrative and Non-teaching);	Chaplain; Student Chaplains	2018 -2028
	ii	Personnel (Administrative and Non-teaching);	Chaplain; Student Chaplains	2018 -2028
	iii	Personnel (Administrative and Non-teaching);	Chaplain; Student Chaplains	2018 -2028
	iv	Personnel (Administrative and Non-teaching);	Chaplain; Student Chaplains	2018 -2028
2	i	Personnel (Administrative, Non-teaching);Funding for hardcopy and electronic library resources.	D,CLR	2018- 2028
	ii	Personnel (Administrative and Non-teaching);	VC; D,CLR;D,CSIS	2018- 2028
	iii	Personnel (Administrative, Non-teaching); Funding for more bandwidth and networking	D,CLR; D,CSIS	2018- 2028
	iv	Personnel (Administrative, Non-teaching); Funding for more bandwidth and networking	D,CLR	2018- 2028
	v	Personnel (Administrative, Non-teaching); Funding for more bandwidth and networking	D,CLR; D,CSIS	2018- 2028
	vi	Personnel (Administrative and Non- teaching);	D,CLR; Repository Librarian; D,CSIS	2018- 2028
	vii	Personnel (Administrative, Non-teaching); Funds for capacity development	VC; Registrar; D,CLR	2018- 2028
	viii	Personnel (Administrative, teaching and Non-teaching).	Registrar; DSA; Academic Affairs; Course Advisers; SBU; DCUCC DFS; D,CSIS; D,CUMC	2018- 2028
3	i	Personnel (Administrative, teaching and Non-teaching)	DSA	2018- 2028

	ii	Personnel (Administrative, teaching and Non-teaching)	Registrar; DSA; DAPU; Examination Officers; Academic Affairs; Course Advisers; SBU; D, CUCC; D,CSIS	2018- 2028
	iii	Personnel (Administrative, Non-teaching);	Chaplain; D,CUCC	2018- 2028
4	i	Personnel (Administrative, Non-teaching, student council representatives)	DSA; Student Council	2018- 2028
	ii	Personnel (Administrative, teaching);	DAPU; Course Advisers	2018- 2028
	iii	Personnel (Administrative, Non-teaching);	Chaplain; DSA; DAPU; SSP; D, CUCC	2018- 2028
	iv	Personnel (Administrative, Non-teaching);	D,IOL	2018- 2028
5	i	Personnel (Administrative and Non-teaching)	DIOL	2018- 2028
	ii	Personnel (Administrative, teaching, Non-teaching, students)	DIOL	2018- 2028
	iii	Personnel (Administrative, Non-teaching); Funding for sports equipment	D,CUMC; Coach; D,PPD	2018- 2028
6	i	Personnel (Administrative, Non-teaching); Funding for sports equipment and trips	Coach	2018- 2028
	ii	Personnel (Administrative, Non-teaching); Funding, Vehicles	Chair, Dreamers Team;D,ALDC	2018- 2028
	iii	Personnel (Administrative and Non-teaching)	Registrar	2018- 2028
<b>Finance</b>				
1	i	Personnel/Funding	DFS/SBU	2018- 2028
	ii	Personnel/Funding	DFS/SBU	2018- 2028
	iii	Personnel/Funding	Management/DFS/SBU	2018- 2028
2	i	Personnel/Funding	DFS	2018- 2028
	ii	Personnel/Funding	DFS	2018- 2023
	iii	Personnel/Funding	DFS/Internal Auditors	2018- 2028
	iv	Personnel/Funding	DFS/Internal Auditors	2018- 2028
	v	Personnel/Funding	Management/DFS /Internal Auditors	2018- 2028
	vi	Personnel/Funding	DFS/Internal Auditors	2018- 2028
3	i	Personnel/Funding	Management/DFS	2018- 2028
	ii	Personnel/Funding	Management/DFS /PPD	2018- 2028
	iii	Personnel/Funding	Management	2018- 2019
	iv	Personnel/Funding	Management/DFS /Endowment Office	2018- 2019

	v	Personnel/Funding	Management/DFS /Endowment Office	2018- 2019
<b>Alumni Relations and Endowments</b>				
1	i	Personnel (administrative)	Alumni Officer; DSA; SSP	2018-2028
	ii	Personnel(administrative); Funding (Building)	Alumni officer; Registrar; DPPD	2018-2020
	iii	Personnel (administrative); Funding (overhead cost)	Registrar; Alumni Officer	2018-2020
	iv	Personnel (administrative);	Registrar; DCSIS;	2018-2019
	v	Personnel(administrative); Funding (overhead cost)	Alumni Officer	2018-2021
2	i	Personnel(Teaching and administrative); Funding (logistics)	Alumni Officer; Relevant HODs	2018-2028
	ii	Personnel(administrative)	Registrar; Alumni Officer	2018-2028
	iii	Personnel(administrative)	Alumni Officer	2018-2028
	iv	Personnel(administrative)	Registrar; Alumni Officer	2018-2028
3	i	Personnel(administrative)	Alumni Officer	2018-2028
	ii	Personnel(administrative)	Alumni Officer	2018-2028
	iii	Personnel(administrative)	Alumni Officer	2018-2028
	iv	Personnel(administrative)	Alumni Officer	2018-2028
4	i	Personnel(administrative); Funding (corporate registration)	VC; Registry; DFS; Endowment	2018-2019
	ii	Personnel administrative)	VC; Registry; DFS; Endowment Office	2018-2019
	iii	Personnel(administrative)	BoT-CUF	2018-2028
	iv	Personnel (administrative); Funding(branding-related activities)	Registrar; DMCA;	2018-2021
	v	Personnel (administrative); Funding(for communication relatedactivities)	Registrar; DMCA;	2018-2021
	vi	Personnel (Research, Teaching, and administrative);	VC; CUCRID; Cluster Heads; Relevant HODs; Endowment Office	2018-2028
	vii	Personnel (administrative)	VC; Registry; Endowment Office	2018-2028
<b>Facilities and Environment</b>				
1	i	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	ii	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	iii	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	iv	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	v	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
2	i	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	ii	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028

	iii	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	iv	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	v	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	vi	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
3	i	Personnel (Non-teaching); Funding	Registrar; DPPD; Asset Manager	2018-2028
	ii	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	iii	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	iv	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	v	Personnel (Non-teaching/teaching); Funding	Registrar; DPPD; All faculty	2018-2028
	vi	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	vii	Personnel (Non-teaching/teaching); Funding	Registrar; DPPD; All faculty	2018-2028
4	i	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	ii	Personnel (Non-teaching/teaching); Funding	Registrar; DPPD; All faculty	2018-2028
	iii	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
	iv	Personnel (Non-teaching); Funding	Registrar; DPPD; W2W	2018-2028
	v	Personnel (Non-teaching/teaching); Funding	Registrar; DPPD; Relevant HODs	2018-2028
	vi	Personnel (Non-teaching); Funding	Registrar; DPPD	2018-2028
<b>Governance</b>				
1	i	Personnel (Administrative, Non-teaching); Funding for Provision of spiritual care and counseling resources	Chaplain	2018-2028
	ii	Personnel (Administrative, Non-teaching); Funding for Counseling resources	Chaplain	2018-2028
	iii	Personnel (Administrative, Non-teaching); Funding for Spiritual counseling resources	Chaplain; Chaplains in Colleges, Departments, Units	2018-2028
	iv	Personnel (Administrative, Non-teaching); Funding for Spiritual counseling resources	Chaplain; Chaplains at other levels	2018-2028
	v	Personnel (Administrative, teaching, Non-teaching); Funding for Counseling and follow ups	VC, Registrar, Chaplain, Academic Departments/Units	2018-2028
2	i	Personnel (Administrative, Non-teaching); Raising a committee for monitoring	VC; Strategic Plan Implementation Committee; Vision 2022 Committee	2018-2022
	ii	Personnel (Administrative, teaching, Non-teaching); Strategic Plan Committees at lower levels of the University	VC; Deans; HODS/HOUs	2018-2022

	iii	Personnel (Administrative, Non-teaching); Logistic, moral and financial support to key officers	VC; Strategic Plan Implementation Committee; relevant units	2018-2020
3	i	Personnel (Administrative, Non-teaching); Funding for Continuous orientation of staff and students	VC; DVC; Registrar; Deans; HODs/HOUs, other leaders	2018-2022
	ii	Personnel (Administrative, Non-teaching); Funding for Clock-in/Clock-out devices in key offices	Deans; HODs/HOUs	2018-2028
	iii	Personnel (Administrative, Non-teaching); Funding for Provision of Teaching aids	All Academic	2018-2028
	iv	Personnel (Administrative, Non-teaching, Alumni)	Chaplaincy; SSP; Alumni Association	2018-2028
	v	Personnel (Administrative, teaching, Non-teaching); Funding for Creation of Human Resources Centre and Periodic orientation	Chaplaincy, Deaneries, Departments/Units; Student Affairs; SSP; Alumni Association	2018-2028
4	i	Personnel (Administrative, Non-teaching); Funding for orientation and executive advance	Registrar; HODs/HOUs	2018-2028
	ii	Personnel (Administrative, Non-teaching); Funding for e-governance resources	VC; Registrar; DCSIS	2018-2019
	iii	Personnel (Administrative, Non-teaching); Funding for e-governance resources	VC; Registrar; DCSIS	2018-2019
	iv	Personnel (Administrative); Funding for Organizing language orientations/workshops	Registrar; HOD, Languages; HOD, Mass Comm	2018-2022
	v	Personnel (Administrative, Competent ICT personnel)	VC; Head, MCA; Media & Corporate Affairs Committee; Webmaster	2018-2019
5	i	Personnel (Administrative, Non-teaching); Funding for modern ICT infrastructure	D-CSIS	2018-2019
	ii	Personnel (Administrative, Non-teaching); Funding for Modern ICT tools	VC; D-CSIS	2018-2020
	iii	Personnel (Administrative, Non-teaching); Funding for University ICT manual	VC; D-CSIS	2018-2020
	iv	Personnel (Administrative, Non-teaching); Funding for Quality internet	VC; D-CSIS	2018-2020
	v	Personnel (Administrative, Non-teaching); Funding for Quality internet resources/facilities Funding for Quality internet resources/facilities	VC; D-CSIS	2018-2020

	vi	Personnel (Administrative, Non-teaching); Best quality e-governance resources	VC; Registrar;	2018-2020
6	i	Personnel (Administrative, Non-teaching); A University environment policy	PPD	2018-2020
	ii	Personnel (Administrative, Non-teaching); A University Sustainable Development Policy	PPD	2018-2020
	iii	Personnel (Administrative, Non-teaching); Funding for Equipment for rehabilitation/replacement of infrastructure	PPD	2018-2020
	iv	Personnel (Administrative, Non-teaching); Funding for equipment	PPD	2018-2020
	v	Personnel (Administrative, Non-teaching); Funding for ICT materials for record keeping	PPD	2018-2020
	vi	Personnel (Administrative, Non-teaching); Funding Procurement of materials for rehabilitation/repairs	PPD	2018-2020
	vii	Personnel (Administrative, Non-teaching); Funding for Procurement of materials for rehabilitation/repair	PPD	2018-2028
	viii	Personnel (Administrative, Non-teaching); Funding for building a staff recreation centre	Registrar, Director, PPD	2018-2019
7	i	Personnel (Administrative, Non-teaching); Funding for Press releases, press conferences, University/Media Executives Dinners	Media and Corporate Affairs; Media and Corporate Affairs Committee	2018-2028
	ii	Personnel (Administrative, Non-teaching); Funding for Press statements; supplementary and advert placements; interviews; etc.	Media and Corporate Affairs; Media and Corporate Affairs Committee	2018-2028
	iii	Personnel (Administrative, Non-teaching); Funding for Press releases, press conferences, University/Media Executives	Media and Corporate Affairs; Media and Corporate Affairs Committee	2018-2028
8	i	Personnel (Administrative, Non-teaching); Funding for Press releases, press conferences, University/Media Executives Dinners	Media and Corporate Affairs; Media and Corporate Affairs Committee	2018-2028
	ii	Personnel (Administrative, Non-teaching); Funding for Press statements; supplementary and advert placements; interviews; etc.	Media and Corporate Affairs; Media and Corporate Affairs Committee	2018-2028
	iii	Personnel (Administrative, Non-teaching); Funding for Press releases, press conferences, University/Media Executives Dinners	Media and Corporate Affairs; Media and Corporate Affairs Committee	2018-2028
	iv	Personnel (Administrative, Non-teaching); Funding for Media advocacy	Media and Corporate Affairs, Media and Corporate Affairs Committee	2018-2020
	v	Personnel (Administrative, Non-teaching); Funding for Press releases, press conferences, annual University/Media Executives Dinners	Media and Corporate Affairs, Media and Corporate Affairs Committee	2018-2028

9	i	Personnel (Administrative, well-trained security operatives) Funding for regular training of security personnel and provision of modern security gadgets.	CSO, Security Committee	2018-2019
	ii	Personnel (Administrative, well-trained security operatives) Funding for regular training of security personnel and provision of modern security gadgets.	CSO, Security Committee	2018-2019
	iii	Personnel (Administrative, well-trained security operatives) Funding for regular training of security personnel and provision of modern security gadgets.	CSO, Security Committee	2018-2019
	iv	Personnel (Administrative, Non-teaching); Funding for more security gadgets	CSO, Security Committee	2018-2019
	v	Personnel (Administrative, Non-teaching) Security posts at strategic places; a police post on campus	CSO, Security Committee	2018-2019
10	i	Personnel (Administrative) ; A new University administration policy/manual	Registrar	2018-2019
	ii	Personnel (Administrative); Weekly University bulletins; Sustained Faculty Fellowship	Registrar	2018-2019
	iii	Personnel (Administrative)	VC; Registrar	2018-2020
	iv	Faculty/Staff Ombudsman	VC; Registrar	2018-2020
	v	Personnel (Administrative) ; Online and physical suggestion boxes	Registrar; DCSIS	2018-2019
	vi	Personnel (Administrative)	VC; Registrar	2018-2028
	vii	Personnel (Administrative)	VC; Registrar; DSA	2018-2020
	viii	Personnel (Administrative)	VC; Registrar; Deans; Directors; HODs/HOUs	2018-2020

Appendix II

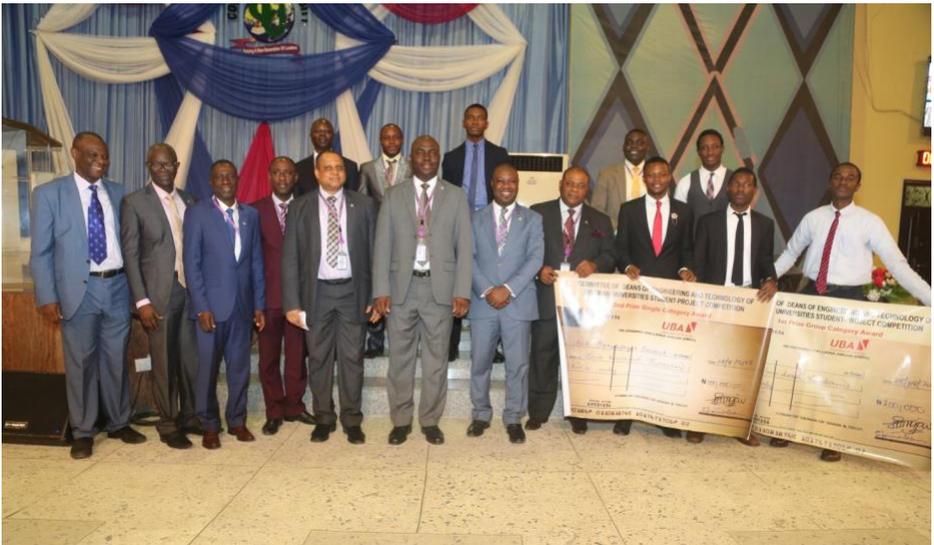
Table 1. SWOT ANALYSIS OF COVENANT UNIVERSITY

<p style="text-align: center;"><b>STRENGTHS</b> <i>favourable conditions in the internal environment</i></p>	<p style="text-align: center;"><b>OPPORTUNITIES</b> <i>favourable conditions in the external environment</i></p>
<ol style="list-style-type: none"> <li>1. The University is founded on sound Christian ethos, which has engendered a culture of commitment and discipline among staff and students.</li> <li>2. The University is endowed with a community of sound, versatile and committed human resources.</li> <li>3. The University has a clear guiding philosophy anchored on visionary leadership.</li> <li>4. The University enjoys a robust guidance from the Board of Regents, which ensures effective teaching and research activities as well as community impact.</li> <li>5. There is a conducive learning and serene environment with standard infrastructure.</li> <li>6. The University has enjoyed continuous history of stable academic calendar till date.</li> <li>7. Active students learning experience enhanced by modern teaching aids.</li> <li>8. The unique entrepreneurial development studies of the University gives its graduates a competitive advantage in the labour market.</li> <li>9. The University's graduates are in high demand by industry players.</li> <li>10. The University has been consecutively ranked the best private University in Nigeria till date.</li> <li>11. The University's competency in the Computer Science and Business programmes are ranked among the world's best as attested by current data from Elsevier's SciVal and SCOPUS.</li> <li>12. The University has strategic linkages with reputable companies and institutions across the globe.</li> <li>13. The University constantly produced high quality doctorate graduates who have enjoyed reputable international postdoctoral fellowships, Fulbright and Commonwealth scholarships.</li> <li>14. The University has a critical mass of research active faculty.</li> <li>15. The university has over 25 active research clusters.</li> <li>16. The University has an ICT driven library with rich and current collection of books and learning resources.</li> <li>17. The University has a relatively impressive research publication profile.</li> </ol>	<ol style="list-style-type: none"> <li>1. The global network of the Living Faith Church provides opportunity to attract international faculty and students as well as endowments.</li> <li>2. The University enjoys tremendous goodwill both nationally and internationally which makes it attractive to parents and prospective students.</li> <li>3. The University has potential for active partnership with top-rated global universities through research -active engagements.</li> <li>4. There are existing potentials to attract research grants and developmental funding from national, regional and international agencies.</li> <li>5. The University has capacity to explore University -Industry collaborations through research and development activities.</li> <li>6. The University possesses a viable body of expertise across a wide spectrum of disciplines that could be useful in addressing national problems.</li> <li>7. The University has a thriving alumni base that could be a useful source of endowment.</li> <li>8. The University has potential to initiate innovative outreach programmes that will facilitate the discovery of talented young adults, and foster their interests in valuable subject disciplines in the quest to raising a new generation of leaders.</li> <li>9. The University has capacity to address the critical problem of inadequate access to higher education through its E - learning and Distant -learning initiatives with minimal increase in fixed cost.</li> </ol>

<p style="text-align: center;"><b>WEAKNESSES</b> <i>unfavorable conditions in the internal environment</i></p>	<p style="text-align: center;"><b>THREATS</b> <i>unfavourable conditions in the external</i></p>
<ol style="list-style-type: none"> <li>1. Over-centralization of roles, especially finance, which stifles effectiveness.</li> <li>2. Most laboratories are not suitable for advanced research and the facilities, and technical staff are inadequate.</li> <li>3. The staff -student ratio in some academic programmes does not align with the benchmark for World Class Universities.</li> <li>4. The staff mix in some academic programmes is skewed towards lower level faculty and there is inadequate number of star researchers.</li> <li>5. The international mix in terms of staff and student population is below the standard expected of a world-class university.</li> <li>6. The volume of academic publications in SCOPUS is relatively low when compared to standard expected of a World Class University .</li> <li>7. There is relatively low citation rate of research publications from the University compared to what obtains in top class universities</li> <li>8. There is low quality of work output of administrative staff due to faulty recruitment and deployment processes, lack of in-service training, requisite experience and uncompetitive wage rate.</li> <li>9. The fast rate of depreciation of several of the University’s buildings and roads constitutes a drain on the University’s resources.</li> <li>10. The quality of ICT facilities is below the expectation for a world-class University</li> <li>11. Insufficient time and inadequate support structure for productive research.</li> <li>12. The lack of outstanding (efficiency) wage and remuneration structure limits the University’s ability to attract and retain highly qualified staff.</li> <li>13. Absence of administrative-will to implement the corrective measures as dictated by the existing audit system and key performance indicators (KPIs) for viability of academic programmes.</li> <li>14. There is an apparent lack of family-friendly/welfare policy for faculty and staff</li> <li>15. Inadequate standard welfare for international students</li> </ol>	<ol style="list-style-type: none"> <li>1. There is intense competition among universities, which makes qualified faculty and staff susceptible to poaching.</li> <li>2. There is intense competition for prospective students, which reduces the chances of admitting highly talented students.</li> <li>3. Unexpected changes in government policies may hamper planning.</li> <li>4. The University may not be able to attract sizeable number of scholarly giGed prospective students being a private, fee-paying institution</li> <li>5. Non-implementation of MoUs with Institutions and organizations may erode established relationships.</li> <li>6. The absence of postdoctoral fellows and research only</li> </ol>



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