



The Regional Strategy plan is approved by the University Management

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COVENANT UNIVERSITY REGIONAL STRATEGIC PLAN (2021 – 2026)

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 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, 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 trailblazers.”
- “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 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 colourful future of our students. The Core Values are:

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

2. STRATEGIC PRIORITIES

Covenant University has broad priorities based on current realities and aspirations to drive the vision of becoming one of the best ten (10) universities in the world. These priorities represent general areas based on strength, weakness, opportunities and threats (SWOT) analysis from which this regional strategic 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 I. The strategic priorities of the University include:

1. Enhance national and regional/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 in Science, Technology, Engineering and Mathematics, Life and Health Sciences, Environment Sciences, Agriculture, Social Sciences and the Humanities.
2. Engage high calibre talented Faculty, Staff and Students by recruiting research-active faculty with record and/or potential of winning grants, increasing enrolment of postgraduate students and intellectually gifted undergraduate students.
3. Enhance teaching and learning quality as well as reputation by providing the opportunity for effective student learning through outstanding teaching and enriched educational experiences.
4. 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.
5. Enhance good governance and administrative autonomy by encouraging the development of an effective governance structure and academic freedom in line with international best practices.
6. 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 endeavours.

Priority Institutions for Partnership: The University shall partner and collaborate with reputable regional/international institutions to promote quality teaching and research and enhance regional development impact. At the regional level, the University shall give priority to institutions with Africa Centres of Excellence for Development Impact (ACE Impact) in the following countries: Benin, Burkina Faso, Côte D'Ivoire, Djibouti, Gambia, Ghana, Guinea, Niger, Senegal and Togo,

as well as other reputable African institutions and research centres outside of the ACE Impact Project.

Priority Disciplines/Topics: The University shall give priority to teaching and research in Engineering, Physical Sciences, Information and Communication Technology (ICT), Health and Life Sciences, Agricultural Sciences, Environmental Sciences, Social Sciences, Business, and Human Development.

Time-Frame for the Strategic Plan: In order to actualise the aspiration of becoming the best university in the region and one of the best ten (10) universities in the world, this strategic plan is designed to run between 2021 and 2026.

3. STRATEGIC ROLES (2021 – 2026)

3.1. Teaching and Learning

Goal: *To provide exceptional, close contact and virtual education for both undergraduate and postgraduate students, through engagement with highly distinguished local and international 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 and learning 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 the 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 a Centre for Teaching and Learning Support (CTLS) to train faculty on modern teaching methods and use of pedagogical tools for impactful learning.
- v. The University shall continue to improve on the modalities for assessing teaching quality through an effective student feedback and monitoring system.
- vi. The University shall continue to provide scholarships for qualified personnel to undergo postgraduate studies under the staff development initiative for a limited period of time.

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.

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 Directorate of Academic Planning and Quality Assurance and the Centre for Lifelong Learning (CLL) shall drive this by organizing regular interdisciplinary teaching workshops and symposia.
- ii. The University shall continue to encourage multi-disciplinary student interaction such as intellectually based clubs (Thinkers' club, Press club and the likes).

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, and enhance regional and global relevance.
- ii. The University shall ensure flexibility of choice for students to select courses from a broad spectrum of other disciplines as electives across colleges and departments, to improve interdisciplinary learning.

Strategy 5: Sustain an enabling environment for excellence in teaching

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 intensify the drive for the employment of high quality academics and continually explore ways to improve teaching quality.

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

Strategy 6: Improve regional/international subscription and relevance of programmes

Motivation: *Active international collaborations and linkages enhance a University's global outlook and the quality of exposure of the faculty, staff and students, as well as attract distinguished international faculty and students. Covenant University desires to improve the regional subscriptions and relevance of its programmes.*

Actions:

- i. The University shall commit to the pursuit of a vibrant relationship with regional/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 regional/international universities for students and faculty especially in Science, Technology, Engineering and Mathematics, Health and Life Sciences, Environmental Sciences, Agricultural Sciences, Social Sciences and the Humanities, 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 certificates.
- iv. The University shall aggressively promote the Covenant brand regionally and globally.
- v. The University shall sustain the drive to recruit the right quality of students across the programmes.
- vi. The University shall promote a sustainable scholarship scheme for outstanding undergraduate (UG) and postgraduate (PG) students especially in Science, Technology,

Engineering and Mathematics, Health and Life Sciences, Environmental Sciences, Agricultural Sciences, Social Sciences and the Humanities.

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 regional/international students through excellent teaching to maintain its competitiveness.*

Actions:

- i. The University shall commit to the overall enhancement of regional/international scholarly reputation in order to attract talented students globally.
- ii. The University shall establish special scholarship schemes to support the drive for recruiting brilliant regional/international postgraduate students especially in Science, Technology, Engineering and Mathematics, Health and Life Sciences, Environmental Sciences, Agricultural Sciences, Social Sciences and the Humanities.
- iii. The University shall ensure institutional oversight, quality control and accountability for postgraduate studies through the School of Postgraduate Studies (SPS), in order to raise the profile of its postgraduate programmes.
- iv. The University shall institute effective integration programmes for regional/international postgraduate students as valuable members of its academic community and the Nigerian society.
- v. The University shall, through IOL, improve on its student support services for regional/international postgraduate students.
- vi. The University shall engage a sizeable number of faculty members from reputable regional/international universities for the assessment of postgraduate theses.

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 the skills development and mentorship programmes with the help of senior academics. This is to enhance the teaching capabilities of promising postgraduate students and prepare them for a career in academia.
- ii. The University shall improve on 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 and flexible open distance learning (ODL) through e-learning platform

Motivation: *Training of high quality professionals in the Nigerian and regional/international environments through postgraduate education provides ample opportunities for positive community, regional and global impact.*

Actions:

- i. The University shall develop a portfolio of relevant programmes for prospective students and professionals. The ODL programmes of the University shall be facilitated by the School of Postgraduate Studies (SPS), academic departments and the African Leadership Development Centre (ALDC).
- ii. The University shall initiate viable certificate and postgraduate diploma programmes for students and professionals, and periodically review the progress of the programmes.
- iii. The University shall make the use of open courseware and e-learning platforms compulsory for all faculty and students.

Strategy 10: 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 effective feedback systems to facilitate the improvement of teaching methods and outcomes.*

Actions:

- i. The University shall improve on the feedback systems, 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, Student Learning and Lecturer Evaluation (SLLE) Form, Student Industrial Work Experience Scheme (SIWES) Questionnaire, Postgraduate Research Experience Survey, Intern Evaluation Form, International Student *Barometer*, Alumni Assessment Survey, and other formal procedures.
- iii. The University shall improve the validity of the feedback system from the students by increasing the frequency of SLLE 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/academic session.
- v. Number of faculty members trained by the proposed Centre for Teaching and Learning Support (CTLS) 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 Ph.D study per faculty on Scholarship.
- ix. Number of tutorial exercises per course of not less than once a month.
- x. Average student score in pre-class and post-class assessment (e-test) in each course per semester.
- xi. Measure of ease of taking courses outside of a student's department or college.
- xii. Measure of quality of technological support for teaching such as use of Moodle platform and portal system.

- xiii. Measure of quality of learning experience of international students (very good to excellent performance).
- xiv. Faculty – Student ratio using the National Universities Commission (NUC) and recommended international benchmarks.
- xv. Measure of content of core discipline courses.
- xvi. Rate of usage of technological support.
- xvii. Preference level – number of new intakes (undergraduate and postgraduate).
- xviii. New entrants’ performance – number of new undergraduate entrants CGPA more than 4.0 or above.
- xix. Progression and retention – from first year to second year.
- xx. Dropout rate – Undergraduate degree completion rate – percent that graduate from initial (first year) class.
- xxi. Number of new international partnerships developed.

3.2. Research

Goal: *To cultivate and sustain deep disciplinary scholarship, interdisciplinary and multidisciplinary research initiatives in Science, Technology, Engineering and Mathematics, Health and Life Sciences, Environmental Sciences, Agricultural Sciences, Social Sciences and the Humanities that will position the University for national, regional and global impact.*

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

Motivation: *A top-rated university is one with a regional/international 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 priority disciplines (Science, Technology, Engineering and Mathematics, Health and Life Sciences, Environmental Sciences, Agricultural Sciences, Social Sciences and the Humanities).*

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 faculty and staff to continually attract 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.
- 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 Nigeria and sub-Saharan Africa into the doctoral training programme. JARFS fellows shall be doctoral students that are engaged as full-time researchers in the University.
- 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. The PFS shall be constantly advertised on the University website.
- vii. The University may engage the JARFS and PFS fellows that have distinguished themselves as faculty on a 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 engagements. Covenant University is interested in promoting interdisciplinary research endeavours.*

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 faculty and 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 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.

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 enquiries.*

Actions:

- i. The University shall give funding priority to subjects that align more with its research strengths, particularly in the Science, Technology, Engineering and Mathematics, Health and Life Sciences, Environmental Sciences, Agricultural Sciences, Social Sciences and the Humanities.
- ii. The University shall identify disciplines with relative advantage in impactful research 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 research in such areas.

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 faculty and staff to spend a significant amount of their time on research 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 commit to capacity development of the administrative staff to make them more effective, in order to enable faculty to spend more time on core research activities.
- iii. The University shall grant sabbatical leave (12 months maximum), research leave (maximum of 6 months), and other forms of leave to deserving faculty and staff that will allow them to engage in productive research as adjudged appropriate based on departmental priorities.
- iv. The University shall encourage every faculty to be an active member 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 impactful 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 the 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.

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 have regional/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 regional and global community.
 - The research addresses regional and global problems, or local problems with significant implications for the regional/international context.
 - The research is conducted in collaboration with researchers from the region or other countries.
- ii. Faculty shall be encouraged to go on Postdoctoral Fellowship in foreign universities.
- iii. The University shall develop a regional/international research funding strategy, and adapt its administrative support to help in this increasingly competitive international environment.
- iv. The University shall continue to encourage its faculty to facilitate regional/international engagements such as conference participation, student and faculty exchanges and research collaborations while ensuring that engagement with external partners aligns with its research objectives.
- v. The University shall, through the International Office and Linkages (IOL) and the IOL Committee, periodically review its institutional alliances and continually update the guidelines on institutional research collaborations for best practices.

Strategy 8: Motivate faculty to publish in journals and conference proceedings that are indexed in 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 breakthroughs 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 is to publish at least 1-paper (as first or corresponding author) in SCOPUS per year. Non-academic staff 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 publications (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 the 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.

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 research that is of benefit to the public.

Strategy 10: Equip laboratories across the departments and ensure their proper maintenance

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

Actions:

- i. The University shall from time to time, through a budget control system, call for requisition on research equipment purchase from the departments.
- ii. Equipment, Chemicals and Consumables 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 an equipment maintenance committee comprising technical personnel drawn from relevant departments.

Strategy 11: 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, and 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 in Nigeria.
- v. The University shall continue to provide much needed manpower for national and regional development through its various programmes stretching from the Science, Technology, Engineering and Mathematics, Health and Life Sciences, Environmental Sciences, Agricultural Sciences, Social Sciences and the Humanities.
- 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 12: 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 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 start-ups 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 CEDS, develop viable initiatives that will leverage entrepreneurial activities for revenue generation.

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 and 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 the number of publications in top-ranked channels (75th percentile or above, top 10 percent of journals in a given discipline or top-ranked book and monograph publishers).
- iii. Increase in the 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 attracts external research funding.

- v. Increase in the number of competitive peer-reviewed external grant research awards per year: That is, success in major local and international grant 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. Number and quality of new partnerships with stakeholders following community engagement programmes.
- xiv. Quality of existing partnerships with stakeholders (viability of existing partnerships).
- xv. Data on technology transfer (e.g. number of patents and licensing).