Transforming Nigeria Universities towards International and World Class University Education: Using University Of Abuja as a Transformation Periscope

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Abstract
This blue print is focused on the trends and makings of an international and world class University using University of Abuja as a reference case of reformed towards an international recognized University. The research work is based on SWOT analysis model for building a world class University most especially, on academic profile expansion, knowledge and expertise gained, curriculum inclusion, University Culture, Information and Communications Technology (ICT) driving forces, training and retraining, master plan redesign couple with five (5) years strategic plan of good practices in the world class Universities. This research work recommends how a University can developed to a World Class university using curriculum development, university ethics and culture, ICT driving forces, tactics of funding and compliments of quality staff.
Key Words: World class University, SWOT Analysis, University Culture, ICT driving forces, Curriculum inclusions and Strategic Plan.

1. INTRODUCTION

The world best University is Harvard University. University of Ibadan is the best in Nigeria while University of Abuja is the Sixty-one (61) best University among top 100 Universities in Nigeria going by National Universities Commission (NUC) rating 2013. University education is a higher education. According to Nelson Mandela, "Education is the most powerful weapon which you can use to change the world." Also, John Dewery observed that "Education is not preparation for life, education is life itself." Life can be meaningless and un-conducive without education. And I know that education illuminates life. Worldwide, "education is considered as human rights that should be accorded to all human being" (Mallam-Madori, 2013). An adage says: "education brings civilization" through that, Presidents of Nations were emerged, Governors were made, kings were nominated, Genius were identified, Scientists were known, many theories were propounded, ideas were converted into useful tools, human understanding were increased and we were able to communicate and interact globally.

Education, in a simple understanding signifies continuous training and re-training, orientation, teaching, acts of read and write, wisdom, intellectual, enlightenment, confidence, awareness, experience, lesson learned, showcase, literacy, controlling and planning, building, sound mind, strategy, research, arts and science, administration and management. Management and administration of educational system in Nigeria is 6-3-3-4 system. A child starts schooling at the age of six (6) in Nigeria. The 6-3-3-4 system of education is three levels of education i.e. Primary school level, Secondary school level and tertiary education level. The system of education means six (6) years for the primary education, at graduation pupils are awarded first school leaving certificate. That is the qualification for another three (3) years of the Junior Secondary School education levels, at graduation student are awarded Junior Secondary School Certificate (JSSC) that may be the terminal qualification for those who which to pursue Technical practice or apprentice who which to learn a trade but for those who wish to further their education, will proceed to another three (3) years for the Senior Secondary Education to obtain Senior Secondary School Certification (SSSC) at graduation. For those Senior Secondary School leavers who wish to study at a University must possesses at least 5 credits in not more than two examinations sitting including English language and Mathematics plus another three (3) subjects relevant to their choices of course of study. In addition, they might have passed Universities Matriculation Examination conducted by Joint Admission and Matriculation Board (JAMB) to qualify for another Four (4) years of tertiary being the last stage of education. Among the tertiary institutions, University is our major concern. University provided for specialized courses and professional courses as well. Usually, the specialized courses last longer than Four (4) years of training for example medicine last for Six (6) years. Universities are owned by the both Federal and State governments, including private people. The University educational levels are four levels i.e. First degree programme, Master degree programme, Doctorate degree programme and Post-Doctorate degree programme. The first degree leads to the award of a Bachelor's Degree (Single Honour or Combined Honours). The Master Degree is a Post-graduate degree programme of Twelve (12) to Eighteen (18) or Twenty-Four (24) months for the award of Master degree. The Doctorate degree programme is Two (2) to Three (3) years of

research work that lead to the award of Doctor of Philosophy (PhD). The Post-Doctorate is advanced and specialized course after PhD.

The aspiration of all Universities is not to impact knowledge, intellectual and academic also, ambitious to become a world class acclaimed University such as Harvard University, Stanford University, University of California, Massachusetts Institute of Technology, University of Cambridge, Princeton University, Columbia University, University of Chicago and University of Oxford. Those are the Top Ten (10) Academic ranking of world Universities. The most unfortunate is the exclusion of African Universities from the Top five Hundred (500) list in the Academic Ranking of World Universities by the Survey of 2013 (http://www.academicrankingofworlduniversities-2013) call for enquiry.

However, this paper focused on positioning the University of Abuja, Nigeria to become a World Class University of an International repute. In order to conveniently reposition the University, the eight-stage processes that bring about the accelerated change recommended by John Kotter, a professor at Harvard University must be employed i.e. establishing a sense of urgency, creating the change team, create a vision for change, communicate the vision, Empower employees to implement change, plan for short-term Wins, consolidate improvement and sustain the momentum for change and institutionalize the new approaches. Having done that, you have pave ways for the organization change to occur. Employees will go through the process of change, that will improve their performance and change their old ways of doing things consequently, achieving relatively high levels of performance. Though, when a major change in policy and practices occurs people and organizations, performance can drop drastically but as people learn how to function in the new system, performance improves tremendously, acceptability beings and it takes a visionary leadership with a clear sense of direction to see a clear need for a turn around and where process of change could be accelerated and minimized the disruption associated with change. Those assertions were statements of facts and supportive powers for change.

The challenges of the University is identified as a corollary of the Government neglect to develop the University along with the development of Abuja, the general poor funding of public Universities, unfavourable government policies, persistent Union crisis, brain drain syndrome, compliment of quality staff with relatively poor remuneration, fallen University Culture and ethics.

University of Abuja was established in 1988. The University is a Federal Government owned University providing educational services for the public at no tuition cost. The percussive thoughts of the funding father of this University was to develop the University along with the development of Abuja (the seat of the National Government) in order to provide adequate University education for the Government Officials their Dependents, the host communities and to the Nigerians at large. The University is a typical Nigeria University of "Nine (9) Faculties, a college of Health Sciences, a Centre for Distance Learning and Continuing Education (CDL&CE), Institute of Education among others. The University has a student population of Fifty-Four Thousand (54,000) and staff strength of Three Thousand (3,000) including Academic and Non-teaching staff" (Modibbo, 2014).

The University has suffered developmental progress over years. That has degenerated to loss of campus value, inadequate funding, priority misplaced, incessant union crisis, student unrest, student population not commensurate with the physical facilities and stagnated academic dynamics. That has affected the domestic and international competitiveness and marketability of University of Abuja graduates, the quality of the Certificate and degrees awarded by the University and complement of academic programmes.

The main concern of the challenging posture is to articulate the philosophy, mission and the objectives of which the University was founded in order to arrive at a long-term plan of actions for a period of five (5) years strategic plan in a logical framework matrix to the plan. The said logical framework matrix should be induced from the actions plan in this blue print to carry clearly major activities, strategies, expected outcomes, Cost and time frame for the major activities or project completion. In fact, "an institution of higher learning needs a strategic plan in order to achieve their visions and missions (Aziz, 2013). Now let's examine the University of Abuja's philosophy, mission and objectives to draw out an actions plan (i.e. major activities) and strategies of solving them subsequently, the sub-committee of Governing Council would provide Cost estimate and time frame:

Philosophy of the University
University of Abuja is to provide a first class institution for the Federal Capital Territory and Nigeria at large, where:

"academic excellence will be combined with pursuit of the unity of Nigeria".

The University shall therefore continue to pursuit academic and moral excellence that will bring about international competitiveness, peace, Unity of the nation and marketability of the graduate of the University.

Mission of the University

The University of Abuja must be projected to provide the best educational services for her students to balanced national development through:

"holding out opportunities for higher education to Nigerian without discrimination"

Therefore, the University should continue to holding out opportunities for higher education to Nigerians without discrimination, the University has to cultivate a World view of good practices and emerging trends of the best University in providing excellence "teaching, research, creativities services to the host and national communities without distinctive favour and identity.

Objectives of the University

University of Abuja was established to achieving the following: (a) to encourage the advancement of learning and to hold out to all person without distinction of race, Creed, Sex or Political conviction, the opportunity of acquiring higher liberal education. (b) to provide courses of instructions and other facilities for the pursuit of learning in all its branches, and to make those facilities available to such person as are equipped to benefit from them. (c) to encourage and promote scholarship and conduct research in all fields of learning and human endeavour. (d) to relate its activities to the social, cultural and economic needs of the people of Nigeria. (e) to undertake as part of its academic programmes distance learning and continuing education courses in various disciplines to cater for the interest of the working class or those who cannot benefit from the full-time University education and (f) to undertake any other activities appropriate for a University of the highest standard.

Above all, those objectives were the significant potentials for the University to strike balance with "the necessary components of a strategic plan and what is required to implement and sustain such a plan" (Hinton, 2012). Going by the objectives stated earlier couple with the broad interpretation of the philosophy and mission regardless of its present academic enterprise, there is a need to review the present status and situation, for the purpose of articulating a foreseeable future for the University based on the cross-sectional views and collective aspirations of the University. Those aspirations could be structured briefly in the following six strategic planning areas identified:

1. Expand the horizon of sources of funding
2. Expansion of academic programmes and study,
3. Strengthening scholarly culture and ethics,
4. Maximize academic empowerment and development of society,
5. Adopt the use of ICT capacity as a driving force or center point of the engagement
    strategy to develop a World class University,
6. Encourage the best practices of University Governance.

To achieve the outlined objectives and strategic planning areas above, there must be a strategic hub to drive the widen prospects of the strategic plan in an implementable manner. However, the significance of a University is to maximize the opportunity of fundamental human right, academic freedom and empowerment, development of society, cross-cultural value, enrich lives and prepare them to meet the needs and changes of the contemporary world height. Also, inculcates integrity and honesty, produce fool-proof professional conduct, resourcefulness and initiatives, promotes gender consciousness and sensitivity, bring about transparency, accountability and due diligence.

The paper is divided into five (5) sections, immediately after that introduction; there is a literature, followed by the methodology, discussion and conclusion.

2. LITERATURE

The first known University in the universe is University of Bologna in 1088. It was model as "student-controlled model" (Scott, 2006) focused on development of Latin Church. According to Wikipedia in http//en.wikipedia.org/wiki/university, "a University is an institution of higher education and research which grants academic degrees in a variety of subjects and provides both undergraduate education and postgraduate education" headed by the Vice-Chancellor as the Chief Accounting Officer. According to Google ebook of Encyclopedia Britanical (2006), the word University is derived from the Latin- "Universitas Magistrotum et Scholarium" roughly means "community of teachers and scholars". Lewis et al. (1966) as quoted in 1879, said that, the original Latin word for University is "Universitas" i.e. a number of persons associated into one body, a society, company, community, guild, corporation etc. "An institution is classified as a University based on its

autonomy, its awarding of degrees and other structural arrangement, making it the oldest institution continuously operating'' (Ruegg, 2003) "independent of kings, emperors or any kind of direct religious authority" (Makdisi, 1981) and (Daun et al., 2005). An institution could be qualified for "University Status" in some State in America if is at lease granting "two doctorate degrees" (Massachussetts). In the United Kingdom, the Privy Council is responsible for approving the use of the word 'University' while in Nigeria it is the duty of National Universities Commission (NUC) to approve the use of the Word 'University'.

The most pertinent notion of a University is the "academic freedom" (Watson, 2005) that was what informed "granting the right of travelling and unhindered passage to scholars in the interest of education" (Wikipedia.org) in commemoration of 900 years anniversary of University of Bologna in September 18, 1988 at a confab resolution "Magna Chartal Universtatum" made by Four Hundred and Thirty (430) Universities and later drawing from all over the World, up till today. During 6th Century, the early Universities were founded by the Church Cathedral schools. Later most Universities were founded by the kings and Municipal administrations but they were independent of kings and emperors. Between 6th Century to 11th Century, Universities were focused on codification of Roman Law as major course of study until 12th Century where Aristolle's work was rediscovered and made waves in "Western thoughts" (Dales, 1990). From 12th Century to 17th Century, Aristottelian logic and thoughts about natural processes to biblical passages and attempting to prove the viability of those passages through reason which became the primary mission of lecturers and the expectation of students" (http://www.wikipedia.org). The Universities were Faculty governance and focused "on acquiring teaching position or professional position" (Grendler, 2004).

Events of the World War disorganized the spread of the Universities during 17th Century. After the World War, the effects of the World War created a new endeavour which gave leverage for the "contemporary advancements in Science and Arts" (Grendler, 2004). That was the reason for the Sate owned and controlled University (University of Paris is a good example). Though, "University leadership was increasingly appointed by the State" (Scott, 2006). Those State owned Universities was model on three types of models: (a) "System of faculties whose teaching was centralized around a very specific curriculum that model to train specialist (example of this can be found in the University of Paris); (b) Collegiate or tutorial system model, where teaching and organization was more generalized in nature (the example can be found in University of Oxford) (c) Collegiate/Centralized organization model, where Universities combined the earlier two models (Frijhoff, 1996).

At the mid of 17th Century, modernization of University began. Universities were shifted from Aristolelian Curriculum and System to Humanism Study, "focused on the ability of students to write and speak with distinction, to translate and interpret classical texts, and to live honourable lives" (Grendler, 2002). That was the emergence of Printing Press and publication of new ideas, classical texts, "with experimentation disagreements and further research" (Bylebyl, 2009). The predominant influence of the study of humanities was Scientific discoveries and revolution that brought mechanistic approach of solving problems through that approach, "a stable environment for instruction and material resources" (Gascoigne, 1990) was created. The humanism system of study promoted self knowledge and created "tensions between Universities and Scientists" (Westfall, 1977). "Scientific Societies were formed" (Ornstein, 1928) by the private benefactors to compete with the Universities by providing free education on their new scientific discoveries and efforts to create modern State. That openness way of impacting knowledge brought about the ideas of published Research Journals between 18th through 19th Century. By the 20th Century, the "emphasis on science and engineering led to industrial revolution and the beginning of computer age. A host of scientific innovations brought modernity to human approaches. Therefore, the quest to spread Universities education from Europe to every part of the World begun with different types of Universities i.e. National Universities, Inter-Governmental Universities, Regional Universities, State Universities, Missionary Universities and Private Universities those were the sorts of the Universities in vogue from then, up till today.

Anderson (2010) in his study as quoted from the Robbins (1963)'s work on the Universities in United Kingdom concluded that every higher institutions should have Four (4) main objectives i.e. "Instruction in skills, the promotion of the general powers of the mind so as to produce not more specialists but rather cultivated men and women, to maintain research in balance with teaching, since teaching should not be separated from the advancement of learning and the search for truth, and to transmit a common culture and common standards of citizenship" hence, the establishment of University of Abuja in January, 1988 by the Federal Government of the Federal Republic of Nigeria to offer University education for the people of the Federal Capital Territory and Nigerians at large regardless race, creed, sex, or Political conviction, the opportunity of acquiring a higher and liberal education. The University belongs to third (3) Generation University in Nigeria. The table below shows the generational existence of Federal Government owned Universities:

Generation	Years Of Establishment	Number of University	Quest for the establishment
1st Generation	1948-1965	5	Need for qualified personnel to take up specialized positions.
2nd Generation	1970-1985	12	For the advancement of Scientific efforts and Technology.
3rd Generation	1985-1999	10	To further and support Technology advancement and Agriculture.
4th Generation	1999-2013	9	To meet the high demand of qualified students to get admissions and further advancement on Agriculture as a business.

Table 1: Nigeria (Federal Government owned) Universities Generation

Note to the table 1 above: The table is the historical generation of Federal Universities in Nigeria. There is Thirty-six (36) Federal Government owned Universities in Nigeria. Twenty-Seven (27) are conventional Federal Universities, Three (3) Federal Universities are specialized in Agriculture and the other Six (6) Federal Universities are specialized in Technology. Whereas, University of Abuja is in the third (3rd) generation of Universities meant to further and support Technology and Agriculture, one could hardly seen eye-catching Technology and Agriculture dynamics in the University and its' contributions to the national Gross Domestic Product (GDP).

3. METHODOLOGY

Having identified the challenges of the University of Abuja, there is an urgent need to analyze the causes of those challenges and proffer solutions. To this effect, the methodology employed is SWOT analysis. SWOT analysis techniques deepens into a system to identify strengths, weaknesses, opportunities and threats consequently, building a strong, common center point and main hub (i.e. engagement strategy) to drive the system in a way to achieve its sets goals as demonstrated by the illustration of the SWOT analysis graphic detail below:
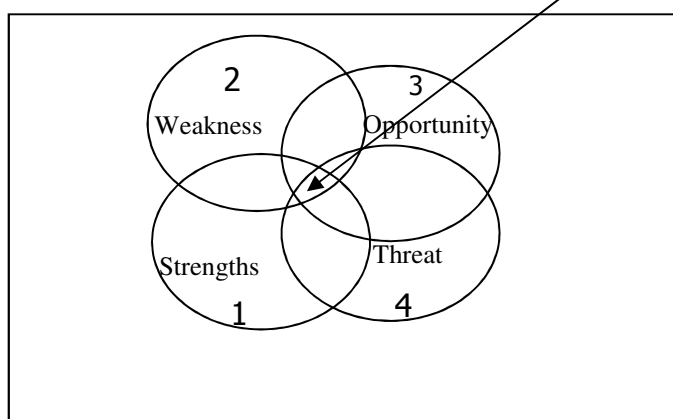

Diagram 1: The graphic detail of SWOT analysis

Note to the graphic detail of SWOT Analysis: SWOT analysis technique was credited to Albert Humphrey at Stanford Research Institute in 1960 but was modify by the Author of this paper to include the graphic detail and engagement strategy. Engagement strategy means statement of principle i.e. concept of the center point,

statement of strategy i.e. tools to lubricate the center point, statement of commitment i.e. processes that will drive the center point and model i.e. open access, "working together to achieve broader, deeper and faster success" (Budapest, 2012) for producing the best and world class students. The center point is the students, in this context.

The above graphic detail of SWOT analysis entity may not be completed if University of Abuja's challenges and potentials are not analyzed through the scope of this theory i.e. Strengths, Weakness, Opportunities and Threats (SWOT).

i) Strengths

The strengths of University of Abuja can be found in:

a)   Proprietor, (proprietor being the Federal Government)

b)   Location**:** the University is located at the Federal Capital city where its Academic efforts and Research outcomes could market the university domestically and internationally

c.   Good students without cultism activities track records

d.   Availability of wide range of academic programmes scope that covers Remedial Science Programmes, Diploma Studies, Regular Degree Programmes, and part-time Degree opportunity were provided for those working class who do not have opportunity to attend full-time academic programmes and Post-Graduate Programmes.

e.   Diversity of cultural background of staff and students.

f.   Possible expansion of potentials in academic programmes

g.   Good quality and focused ICT personnel.

h.   Effective and efficient administrative mechanism.

i.   Possibility of being a symbol of Nigeria University.

j.   Favourable academic programmes accreditation ranking and rating by the National Universities Commission (NUC) and other Professional bodies respectively.

k.   Closeness to the locations of the international and domestic institutions in Nigeria that offers financial and material resources aid to the academic institution such as UNSCO, World Bank, TetFund, PTDF, ETF, NITDA etc. where University could approach them for financial or material resources assistance for the development of the University through a productive and robust strategic plan articulated to attract funding for the lined up objectives of the university.

l.   Potential to attract more/extra funding from the Federal Executive Council and Federal Capital Territory Administration for being a University created as part of Abuja (the capital city of Nigeria) to offer a first class University education in appreciation that the approved budget allocation of the University is insufficient to drive the University to a destination of a first class institution of higher leaning.

m.   Availability of vast amount of land for further expansion in the main campus.

n.   Availability of Central library building in the main campus

o.   The University can seek aids through a productive, viable and robust feasibility and strategic plan for accessing funding for the lined-up programmes of activities of the University that conforms to the views of those financial assisted institutions.

p.   Students-teacher-ratio i.e. students enrollment matched with the provision of academic staff. In the regular degree programmes.

q.   ETF e-library and Nigeria Information Technology Development Agency (NITDA) ICT intervention projects should be able to develop the University's interest for information and Communication Technologies as a template for a driving force which will lead to the development of the University-wide ICT in terms of research, teaching and community development.

ii) Weaknesses

Weaknesses are the internal challenges, that the fore listed strengths can solve:

a) Insufficient funding

b) Lack of a strategic focus due to the absence of a strategic plan.

c) Absence of research grants

d) Inadequate infrastructural situation for learning, teaching, research and community development (e.g. lecture theatres, chalkless classrooms, laboratories and equipment, language studio, library books and digital facilities,

multi-media computers, assisted teaching technology, Office space, Hostel and Staff quarters accommodation, Shopping mall, Restaurant, Banks, Guest House and provision of more staff and students Buses (easy transportation)

e)   Information and communications technology poverty consequently affects the students and staff connecting global knowledge and new ideas.

f)   Low level of training and retraining of expertise and teaching genuity of academics and non-teaching staff locally and internationally.

g)   Persistent union crisis and student's unrest.

h)   Lack of creativity and genuity in designing academic programmes that are unique to most competitive Universities around.

i)   Lack of a Change agent committee and Coordinating Office.

j)   Lack of Research Centre(s)

k)   Low productivity in community development efforts.

l)   Low level of ICT training for the academic and non-teaching staff.

m)   Lack of University-wide ICT facilities (such as University Web-portal, e-learning, computerization of academic and administrative processes and electronic controlled Security to unlock opportunities in the area of Technology).

n)   Inability to provide recreational facilities.

o)   Matched Students-teacher-ratio not corresponding to the enrolment in the Centre for Distance Learning and Continuing Education (CDL& CE).

p)   Lack of academic empowerment and scholarly exchange program for the academic and non-teaching staff.

q)   No mechanism put in place to help indigent students and reward excellence (such as work-study program for the poor students, prizes and award for the excellence in learning, moral and character.

r)   Absence of public-private-partnership in developmental projects and academic business such as endowment of professorial chair, scholarship, Sponsorship for courses, building and other infrastructural needs.

s)   Lacks classroom, furniture & fittings

t)   Absent of Audio visual and educational aids for instructional materials.

u)   Lacks modern laboratories, equipment, Computers and network facilities on the table of each lecturer.

v)   Lack of Adult education or linkage program for the matured and experienced worker without minimum qualifications for regular degree i.e. short-course programmes that will connect productive sector of the economy.

iii)   Opportunities

The University shall be open to various opportunities within the planned period after remedied the internal weaknesses and threats that confronting the University and that the University should be committed to seizing these opportunities:

a)   Continuing support from the proprietor i.e. the Federal Government

b)   Access to donors and funding support.

c)   The University's Certificate will gain credibility from the public and the employer of labour.

d)   Online study and academic activities shall be brought to practices with the use of information and communications technology via e-learning software, hypertext based examination software and that lecturers will be encouraged using technology in the classroom.

e)   Curriculum inclusion of academic programmes that are unique and recent development in the society shall be permissible.

f)   The University will become more popular among the prospective candidates seeking admissions.

g)   Increased consultancy services potential to the Government and Industry shall be opened.

h)   Private investors' interest in the University development will grow and the University benefit immensely.

i)   Opportunities to expand the revenue base of the University through the University Enterprises offering essentials products/services to the University and the host communities such as Filling stations, Bottle and Sachet water productions, Franchilles with most popular Restaurants like Mr Bigg, Chicken Republic etc., Banks, Vending Research Outcomes, Collaborative businesses, Professional training and organization of Workshops and

Seminars, Internet commerce and Cyber café, Supermarkets, Business Centres, Shopping malls, Sports Complex, Printing businesses and publications.

j)   In flows of pool of academic exchange and full bright scholar.

k)   Increased patronage for academic and professional programmes

l)   Opportunity to showcase or highlighting educators who demonstrated outstanding Academic and professional practices will exist.

m)   Opportunities for Literacy across content areas.

n)   Opportunities for the Federal Government/University assisted Development projects collaboration will come.

iv)   Threats

In the University System, funds security has consistently generates contemporary issues and threats to the proprietor's agenda and system support. Threats is external challenges, while weakness is internal challenges. University of Abuja's environmental challenges are:

a)   No linkage between the University and the productive sector of the economy.

b)   Very little or no funding support for academic and scholarly research work.

c)   Externally induced Union restiveness and student agitation.

d)   The unfriendly attitudes of the cattle rearer (nomadic people) on the agriculture/farm produce in the University's Premises.

e)   Limited or no external Sponsorship for staff Development and Academic Programmes.

f)   Economic poverty and the inflation spiral growth.

g)   The levels of expectations of the government from the Universities are not commensurate with the resources support provided by the stakeholders.

h)   Poor social amenities.

i)   Absent of private contributions to the University.

j)   Absent of e-learning portal, assessment delivery, learning outcomes and consultancy services, rich library, information and communication technology contribute to the inability to survive competition among Universities around.

k)   Poor external or foreign academic affiliation, associations, partnership and collaborative efforts.

l)   Public relations, image making and laundry are not enough for the University outlook.

m)   Brain-drain syndrome.

n)   The high level of unemployment in the country.

o)   The identity crisis in the country.

The above analysis was done to determine the University's opportunities and potentials for surviving the internal and external weaknesses and threats so that, the University can build a leverage on the potentials, guided by the philosophy, mission, the proprietor's agenda, academic expansion, improvement in the physical and infrastructural facilities, ICT driving forces, re-enforcement of University culture and ethics, stimulating revenue generation, budget performance/monitoring and strengthening University Governance.

4   DISCUSSION: **Transformation periscope and major activities**

The University objectives were the basis for the development of the strategic planning objectives. The early Universities origin and development was analyzed and compared with the establishment of University of Abuja and what is obtainable now in order to trace the conformity as regards the University culture, ethics and the established reasons of a standard University. Specifically, the establishment of the University of Abuja had six objectives. The significance of the University phase started to partially answer the need for the strategic planning for each specific objective. Now, having fully cross-examined the University's need for strategic planning anchored on challenges and potentials of the University and the proprietor's agenda, we can then discuss whether those SWOT analyses have really exposed the need for a strategic planning and implementation. The research revealed six strategic planning scopes relating to the specific objectives, and was based on the following key services analyzed from the angles of challenges and potentials of University of Abuja towards an international and a World Class University education in Nigeria:

a)   **Objective 1**: to encourage the advancement of learning and to hold out all persons without distinction of race, Creed, Sex, or Political conviction, the opportunity of acquiring a higher and liberal education.

The purpose of that objective is to provide for higher and freethinking education to all Nigerian. This blue print has been prepared to expand the horizon of sources of funding so that the University could afford an open-minded education to all.

Strategic Plan 1: Expand the horizon of sources of funding:

Plan 1.0: Improved budget preparation and maintain a balanced relationship
with the National Budget Office.

Plan 1.1: Identify and explore new revenue sources

Plan 1.2: Constitute task force for school fees payment monitoring to avoid loss
of revenue.

Plan 1.3: Avoid revenue collection by cash; all revenue must be paid at bank
and acknowledged by the official Receipt.

Plan 1.4: Strengthening the Internally Generated Revenue (IGR)

Plan 1.5: Encourage access to grants, donation sponsorship and collaborative
efforts from outside the University

Plan 1.6: Enhances capacity building in Bursary operations, management and
Competency

Plan 1.7: Implement the Directorates system as approved by the Federal
Government/SSANU Agreement 2009 for the Bursary to enlarge its
scope.

Objective 2: to provide courses of instruction and other facilities for the pursuit of learning in all branches, and to make those facilities available on proper terms to such person as are equipped to benefit from them:

The objective provided for the University to undertake any course as long as the University can provide resources for the beneficiaries. And the paper has been presented to allow academic expansion.

Strategic Plan 2: Expansion of academic programmes and study:

The research work has mandated the University as a matter of urgency to create a competitive market in terms of introduction of new and unique courses that will match the recent development in the society also, attracts prospective candidates for various levels of education i.e. Remedial, Diploma, Regular degree, Part-time degree and Post-graduate degree programmes:

Plan 2.0: Curriculum inclusion for the Remedial Programme in Management
Science courses and subsequently running the courses such as:

i) Accounting
ii) Business Administration

Plan 2.1: Curriculum inclusion for the Diploma studies and short-term courses
and subsequently running the courses such as:

i) Environmental Science
ii) Office Productivities Study
iii) Procurement and Supply
iv) Agricultural Business
v) Electro-Mechanics
vi) Electronic Commerce
vii) Legislative Studies
viii) Medical Laboratory Technology
ix) Law records and Religion Management
x) Tourism
xi) Digital Library Science

Plan 2.2: Curriculum inclusion for the Regular (undergraduate) Degree Studies
and subsequently running the courses such as:

i) Nursing
ii) E-commerce

iii)   Emergence, Security and Safety

iv)   Environmental and Urban Development Studies

v)   Mineral Exploration (with options in Geochemistry and Geophysics)

vi)   Geology

vii)   Geophysics

Plan 2.3: Curriculum inclusion for the Centre for Distance Learning and
Continuing Education Degree Studies and subsequently running the
courses such as:

i)   Nursing

ii)   E-commerce

iii)   Emergence, Security and Safety

iv)   Environmental and Urban Development Studies

v)   Mineral Exploration (with options in Geochemistry and Geophysics)

vi)   Geology

vii)   Geophysics

Plan 2.4: Curriculum Inclusion for the Post Graduate Degree programmes and
subsequently running the courses such as:

PG Diploma Programmes:

i)   E-commerce and the Practice

ii)   Law records and Religion Management

iii)   Communication Physics

iv)   Nursing

v)   Mineral Exploration

vi)   Solid State Physics

vii)   Nutrition and Dietetics

viii)   Marketing

ix)   Church Administration

x)   Legislative Studies

xi)   Research and Development Studies (with options in Humanity or Science).

Master Programmes:

i)   Computer Science

ii)   Information Technology

iii)   E-Commerce and Database Management

iv)   Animal Husbandry

v)   Biochemistry

vi)   Industrial Chemistry

vii)   Business Administration

viii)   Law

ix)   Islamic Studies

x)   Christian Religions Studies

xi)   Legislative Studies

Doctorate Programmes:

i)   Information Technology

ii)   Computer Science

iii)   E-Commerce and Database Management

iv)   Law

v)   Accounting

vi)   Biology

vii)   Chemistry

viii)   Physics

Plan 2.5: Restructuring and re-alignment of Academic courses, Departments
and Lecturers

i)   Re-align and repost academic lecturers who are not in the Department of course of study or relevant and equivalent department to the certificate obtained.

ii)   Re-organize and break the Department of Biological Sciences into Departments of:
-   Biological Science
-   Microbiology
-   Botany and
-   Zoology

iii)   Re-organize and break the Departments in Faculty of Education into:
-   Department of Curriculum Studies and Instructional Technology.
-   Department of Educational Management and Business Education.
-   Department of Educational Foundations and Counseling
-   Department of Adult and Non Formal Education
-   Department of Sports Science and Health Education
-   Department of Library and Archival Studies

iv)   Consolidate the General Studies (GST) Programmes and improve on the courses taken to include:
a) Use of English
b) Nigerian History and Languages
c) Introduction to Computing and Office Productivities
d) E-Commerce and the practice
e) Entrepreneurial Studies
f) Use of Library
g) Gender, Law and Society, Medicine & Society

v)   Create a separate Centre for short-term, post-experience, courses and on-the-job training and workshops programmes in various subjects areas for residential and non-residential students.

vi)   Create a Department of Psychology in Faculty of Social Sciences.

vii)   Create B.Sc. Medical Science in the Faculty of Basic Medical Science for medical laboratories courses.

viii)   Create Department of Biochemistry for Biochemistry courses and related studies.

ix)   Re-name, Re-organize, break Computer Centre and recruit more staff to cope with enormity of the enlarged foreseeable future scopes:

1.   Computer Centre new name suggested: University Information and Communications Technology (UICT)

2.   Coordination of the University ICT:
The coordination of the University ICT shall be under the Executive Director (ICT) who shall be the statutory Chairman of the ICT committee and a Member of the University Management as the top position of the University ICT Directorates.

3.   University ICT divisions and departments breakdown:
Reorganize the computer centre to have a wide area outlook with the top position of an Executive Director (which means the present Director will become the Executive Director); Empower the Executive Director, appoint him as the statutory Chairman of the ICT committee and a Member of the University Management and Four other Directors to assist him on day-to-day activities of the centre as stated below:

A.   Executive Directors' Office
Departments:
i.   Executive Directors' Office
ii.   University ICT Management
iii.   Administrative Office
iv.   Various MIS Departments in College/ Faculties/Department.
v.   Consultancy unit

B.   Directorate of System Analysis

Departments:
i.   Director (System Management) Office
ii.   Central Computer Laboratory & Other
          Digital   Laboratories
iii.   System Analysis and Design Office
iv.   Research, Development and Academic
          Linkages

C.   Directorate of Software Engineering
Departments:
i.   Director (Software Engineering) Office
ii.   Software (applications) Development
iii.   Web portal Development

**D.   Directorate of Data Operations and
       Management**
Departments:
i.   Director (Data Operations) Office
ii.   Data Processing Department
iii.   Portal Back-end Administration and
       Management
iv.   ICT Library and Databank
v.   Customer Care Department

**E.   Directorate of Network facilities and Technical
          Maintenance**
Departments:
i.   Director (Maintenance) Office
ii.   Network development and Maintenance
iii.   Electrical and Electronic Technicalities
iv.   Workshop/Maintenance

4.   In-house appointment to be made by the Executive Director
          for Special duties:

a)   **University System Administrator**: to coordinate
Web portal development, portal back-end
administration and the University's information
uploads and downloads.
b)   **Coordinator of Academic Programmes**: to
Coordinate curriculum development, instructional resources and consultancy.
     c.) **Customer Care Manager**: to coordinate and
       manage all students complaints on the web portal.
d.)   **ICT Librarian**: in charge of systems backup, data
security, e-library, department books and other documentations.
e.)   **Departmental Secretary**: in charge of the
          administrative meetings and developments.

5.   Special and Routine Jobs:
(i)   Harmonize, integrate and upgrade various IT facilities and processes in use presently.
(ii)   Setting up University Wide Area Network and Resources
(iii)   Provide and maintain University Web Portal, e-learning facilities, Server equipment, bandwidth and
teleconferencing.

(iv)   Computerization of Academic and Administrative Processes such as Academic records and Examination, Human Resources single window, Bursary single Window application, Digital Library, provision of e-journals and books

(v)   To conduct academic/professional short-courses, workshops and seminars for all University staff (Academic and Non-teaching inclusive) on ICT and when a new technology is introduced.

(vi)   To setup language laboratory (Audio and Multi-media) for Teach & Learn and maintain the facilities.

(vii)   To produce Educational Instructions aid, media, materials, and electronic security surveillance.

(viii)   To handle all Telecommunications issues that borders the University e.g. Communications and Network provider (Bandwidth, MTN, GLO, etc. and gadgets

(ix)   To organize credit bulk purchase of laptops and various media for all staff for the purpose of training and plough back the money from the beneficiaries' staff salaries at installment over certain period of months convenient for the staff but not less than 3 years.

(x)   To create a database for the Students and Staff for various use of the University

(xi)   To write the University-wide IT policies

(xii)   Create a Customer Care Outfit to manage the students
            Complaints from the use of University Web-Portal.

(xiii)   To create a Telephone and email Directory of the University Staff

(c)   **Objective 3**: to encourage and promote scholarship and conduct research in all fields
            of learning and human endeavour.

The above objective indicates that the University should award scholarship to the outstanding scholars i.e. staff or student in moral, learning, academic and research work. Therefore, the blueprint justifies the recommendation of the opportunity to showcase or highlighting scholars who demonstrated outstanding academic and professional practices.

Strategic Plan 3: Strengthening scholarly culture and ethics:
Plan 3.0:   Develop a sense of patriotism and respect for University policies and regulations.
Plan 3.1:   Maintaining University of Abuja as a centre of excellence.
Plan 3.2:   Conducting special lectures and producing/circulating monographs and faulty lecture books to encourage extensive reading habits among staff and students.
Plan 3.3:   Introduce an effective and qualitative University identity database system management for staff and students.
Plan 3.4:   Provide friendly University environment to include recreation centre, relaxation centre, viewing centres, Bus-Stop and Shelters, attractive landscaping and good layout and mini market.
Plan 3.5:   Encourage high academic standard and performance.
Plan 3.6:   Develop a research centre to fund good and recent ideas in research work(s)
Plan 3.7:   Award prizes and scholarship to the best students and outstanding staff.
Plan 3.8:   Prevent cultism
Plan 3.9:   Ensures that students are provided with University Handbook and Condition of Service and Guidelines for Promotion to all staff respectively.

(D)   **Objective 4**: to relate its activities to the social, culture and economic need of the people of Nigeria.

That intention has provided for the University to readjust its academic profile to the need of the Nation and people. In essence, the University should direct among its focus to the Nation's problems with a view of providing solutions. Presently, there is identity crisis in Nigeria, cashless economy is another recent issue, insecurity and unemployment, as part of its objective, the university should be involved in solving these problems by presenting academic conceptuality for solving these problems.

Strategic Plan 4: **Maximise academic empowerment and development of
                        Society:**
 Plan 4.0: Encourage staff and student in the conduct of research.
 Plan 4.1: Organise University lectures on current issues and affairs of the
            Nation.
 Plan 4.2: Include new academic subject area of the recent development in the
            curriculum of relevant College/Faculty.

Plan 4.3: Leadership must be by example, incentives such as commendations,
award for contributions, meritorious service, innovations, long   service, outstanding performance as well as
pioneering work must be provided accolade.

(E**) Objective 5**: to undertake as part of its Academic programmes distant learning and part-time courses in
various displines to cater for the interest of the working class or those who can not benefit from the full-time
University Education.

The aim above as provided ground for the University to use or conduct e-learning in providing services to distant
students for the purpose of wider coverage.

**Strategic Plan 5: Adopt the use of ICT capacity as a driving force or center
point of the engagement strategy to develop a world class University:**
Plan 5.0: Rename the Computer Centre to the University ICT
Plan 5.1: Breaking down the Computer Centre into five Directorates with the
               Executive Director at the top position.
Plan 5.2: Create MIS Departments in the College/ Faculties and Administrative
               Division.
Plan 5.3: Create a Central Computer Laboratory for the research activities and
                commercial purposes.
Plan 5.4: Introduce e-learning stuff for the University.
Plan 5.5: Recruit more Staff both academic and non-teaching staff from various
               walk of academic to match with the approved Student-teacher-ratio.
Plan 5.6: Develop Electronic Laboratory facilities in the Faculty of Arts for the
               teaching of languages.
Plan 5.7: Create e-payment platform for the Bursary operations.
Plan 5.7: Create a Customer Care for the management of Students complaints
               form the use of University Web-portal.
Plan 5.8: Enhance capacity building through Local and International short-
                course training for the ICT staff.

(f**) Objective 6**: to undertake any other activities appropriate for a University of the highest standard.

Above objective is the reason for the thoughts of making the University a world class University.

Strategic Plan 6: **Encourage the best practices of University Governance:**
Plan 6.0: Introduce in-country study visits and interactions with Colleagues in
               the Tertiary education system.
Plan 6.1: Introduce capacity building, training, short term courses in ICT for all
               functional departments organized locally and overseas.
Plan 6.2: Create the University of Abuja development foundation to use their
                resources in attracting financial and material support for the
                University development.
Plan 6.3: Ensures a fool-proof Administration of University Admission and
               Examinations by respecting the University guidelines.
Plan 6.4: Deadline for submission of marked examination scripts must not
               exceed two weeks after the examinations.
Plan 6.5: The University should take into consideration the Staff/Students ratio
               study contents as recommended by the National University
               Commission (NUC)
Plan 6.6: Improvement in road network
Plan 6.7: Increase the water supply capacity.
Plan 6.8: Attract functional and reliable Communications Network System to the
               University such as MTN, GLO, etc.
Plan 6.9: Installing functioning and regular power supply system to the
               College/Faculties in the Main campus.
Plan 6.10: Re-activating and upgrading of street lights in Main campus, Mini
               Campus and Hostels.
Plan 6. 11: Encourage Public-Private-Participating in the provision of housing

estate, relaxation centres, parks, shopping mall and sports arena.

Plan 6.12: Encourage high sense of public relations in dealing with external bodies who may likely assist the University in carrying out the strategic plans.

Plan 6.13: The University should adopt and organize annual Retreat/Seminal for all College/Faculties/Departments basis to discuss, rob minds and issue a communiqué for the University based on their Professionalism through strategic plan and change management Office in the Vice-Chancellor's Office to the Governing Council for implementation.

Plan 6.14: Create a strategic plan and change management office in the Vice-Chancellor's office for the purpose of consistent strategic planning, performance monitoring, maintenance and change management.

Plan 6.15: Constitute a sub-committee of council on strategic plans and change management.

Plan 6.16: University should adopt the handover of strategic plan for the incumbent Vice-Chancellor on the day of his/her induction.

Plan 6.17: There should be a tradition of induction and investiture for the newly appointees including Vice-Chancellor, the Governing Council, and other Staff employed such induction should be organized by the Registrar and a consultant who is veteran in the University Administration.

Plan 6.18: As part of its efforts to computerize, the University should procure Laptops, ipad, android, tablet, PDAs, handheld communication devices etc. in bulk and share among its staff both Academic and Non-Teaching, for the purpose of training, objection shall show evidence of procession.
Recoup or plough back the money in not more than 36 months from the beneficiaries' salaries to the University coffer.

Plan 6.19: University should redesign the master plan of the University to allow new things such as:

i. Construction of second (2nd) gate at along Lokoja-Abuja road by the SDP junction axis of the University to protect and reclaim the land from encroached.

ii. Construct a road Network from the 2nd gate to connect Giri Staff Quarters and Main Campus.

iii. Slice the University land lying along/opposite the Airport Junction for Second (2nd) Staff Quarters or owner's occupier housing scheme for the staff who are interested to generate more fund for development and should not be more than one plot for one staff.

Plan 6.20: Implement the Directorates system as approved by the Federal Government/SSANU Agreement 2009 for the Non-Teaching Staff Positions in the Registry and Bursary.

Plan 6.21: Create University Postal Services Office in the Main Campus under the Registrar's portfolio and allocate a befitting office space where all Colleges/Faculties/Departments will have boxes or pigeon holes for sorted mails for onward transmission to the respective Colleges/Faculties/Departments

Plan 6.22: Create a database of staff and students to solve identity crisis in a Corporate manner. "Database is a civilized ways of keeping digitalized records about a place, thing or people" (Onakoya et al., 2013).

Plan 6.23: Resurface the University revolving loans facilities.

Meanwhile, all the strategic plans numbers 1-6 as itemized serially above are the contents of the proposed Strategic plan in a logical framework matrix. The format of the matrix should read as follow: Major Plan, Strategy, Expectations, Cost estimate and Timeframe. This is expected to be handled by the Sub-Committee of Governing Council for the determination of the strategic change cost and how to raise funds for the execution of the strategic plans.

Another thing, the selection of Strategic and change agents is "not specially recruited but they are identified by their ability to provide information and advice about innovation and their influence on other people's attitudes or behavior. The leadership is not based on a formal position or rank in the Organization; but it is earned and maintained by individual's technical competence, social skill and conformity to systems' norm. They are model for others" (Rogers, 1995; Mustonen-Ollila and Lyytinen, 2003) as quoted in Onakoya (2011).

5. CONCLUSION

It is my fervent believe that this paper will be of immense advantage to lead the University to its vantage position in the list of the best universities in the world if "lack of seriousness to the plan by the right people to carry out the planned activities" (Onakoya, 2011) is removed and the strategies there-in were followed to the letter most especially, the centre point of the development which is the use of Information and Communications Technology to offer various opportunities for the greater height of the University are expanded and implemented as prescribed, the University should be renowned, not only in Nigeria but in the world at large. Also, this research work, recommend to the University that is aspiring to be a world class and international University of repute; to create a strategic and change management sub-committee of the Governing council, create a directorate of strategic and change management coordinating office in the Vice-Chancellor's office, use the SWOT analysis model to enquire about the Strengths, Weaknesses, Opportunities and Threats as its affects the University, review the established vision, mission and the objectives of the University to obtain strategic thoughts and plans to rebuild the University towards an International and a World class University, employ the use of information and communications technology in the transformation agenda, create e-learning environment, upgrade the computer centre to become University information and communications technology division of five directorates as mentioned above to cope with the enormity of the ICT specialized jobs, expand the physical infrastructure, enlarge sources of funding and academic profile. By so doing, the transformation could be greatly achieved. Finally, the paper is written in good faith without under minding the authorities of the University, present developments and the good work of past leaders of the University.

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