NIGER STATE
COLLEGE OF EDUCATION
P.M.B 39, MINNA.

STRATEGIC PLAN
(2020 – 2025)

The Vision

To be a leading Teacher Training Institution for the production of teachers with high professional discipline and integrity, appropriate knowledge and skills for manpower development.

The Mission

A Teacher Training Institution with full capacity and facilities that will harness both human and material resources for the production of skilled and innovative teachers of high professional competence, discipline and integrity.

The Core Values

Our core values to:

- Promote academic excellence in the attainment of the institution's goals.
- Pursue truth, accountability and integrity in academics and leadership.
- Encourage constructive criticisms and collaborative efforts.
- Support and promote research and encourage innovation and creativity.
- Create a healthy and intellectually challenging environment for sustainable development.
- Foster an atmosphere of fairness, equity and tolerance devoid of rancor.
- Promote and sustain the culture of quality in all aspects of the institutional operations.
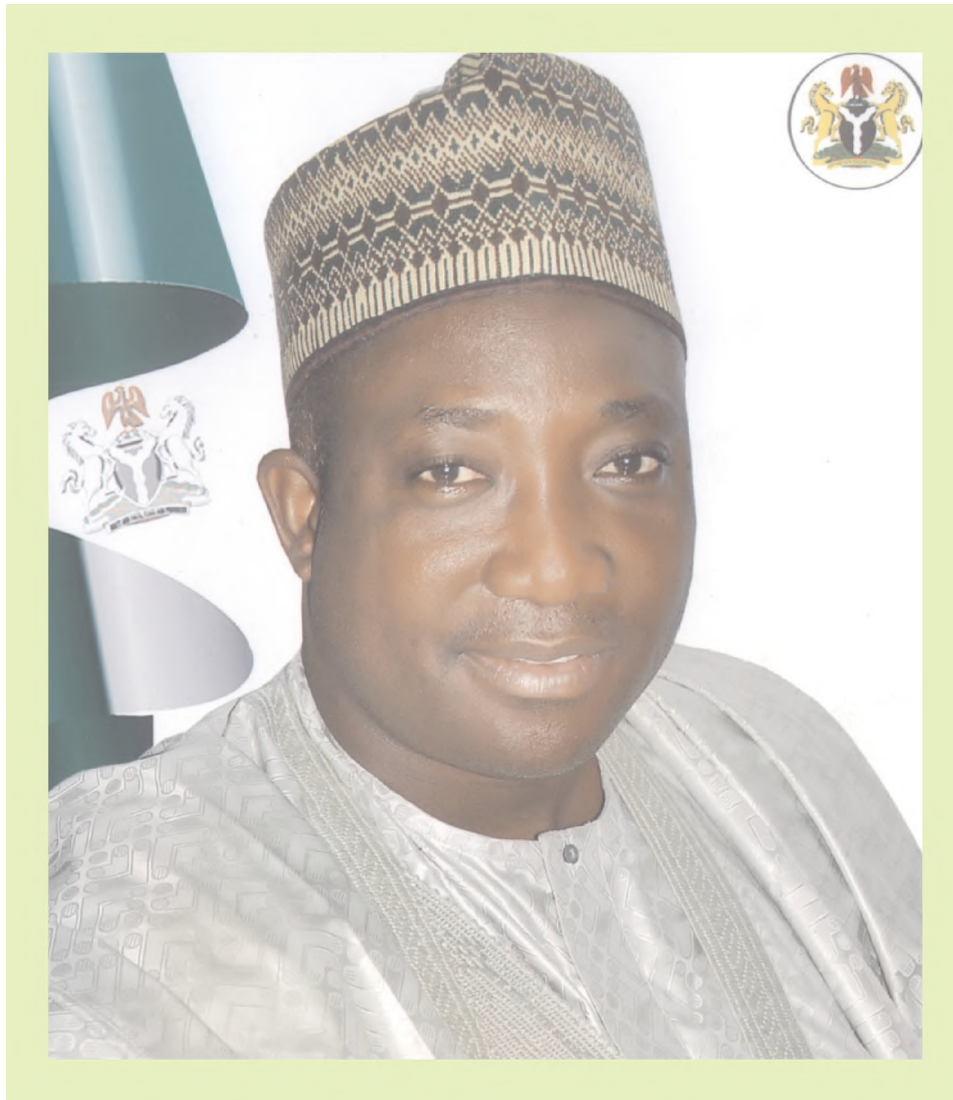
Table of Contents

ALH. ABUBAKAR SANI BELLO
The Visitor/Executive Governor of Niger State

ALH. AHMED KETSO
Deputy Governor of Niger State

PROF. ABUBAKAR BABA ALIYU
Hon. Commissioner, Tertiary Education,
Science and Technology

BARR. GEORGE SABO KOCE
Chairman, Governing Council
Niger State College of Education, Minna

PROF. MUHAMMAD YAKUBU AUNA
Provost, Niger State College of Education, Minna

FOREWORD

To avoid actions and decisions based on hunches, the Strategic Plan logically outlines the college priorities, focus, energy and resources intended to attain operational efficiency. It indeed sets out to ensure that employees and other stakeholders methodically work as a team towards attaining set goals and intended outcomes. This ultimately aims at the College Vision of "a leading teacher training institution for the production of teachers with high professional discipline, integrity, appropriate knowledge, and skills for manpower development."

This Strategic Plan is hinged on ten key Strategic Themes:

1.   Evolving a service and development oriented, team bonded governance structure;
2.   Re-appraisal of the existing and planned expanded structures and facilities for establishing the relevant sustenance and service value utilization for improved Teacher Education;
3.   Curricular re-invention in the context of the National Teacher Education Policy and the National Commission for Colleges of Education (NCCE) programme re-structuring drive for appropriate quality Basic Teacher Education Delivery;
4.   A robust ICT driven quality teaching and learning;
5.   Research and Development focused;
6.   Community engagement, service and exploring and intensifying linkages and collaborations for extra resources and Professional Teacher Education Development;
7.   Creating morally sound and serene environment for functional Teacher Education;
8.   Ensuring sustainable resource generation and management drive;
9.   Sustaining Staff, Students' Welfare/Staff Development/Promotion; and
10.   Institutionalizing Quality Assurance.

With the understanding and commitment of staff, students alumni, other stakeholders and well wishers, I am positive that we can move the College to greater heights.

On behalf of the Council let me commend all those who contributed to make this plan a reality. Your continued support in the implementation of this plan cannot be overemphasized.

Barr. George Sabo Koce
Chairman, Governing Council

PREFACE

This Strategic Plan is the College effort to provide a framework for action during the next five years (2020 – 2025) and to ensure the attainment of the College vision and mission.

The Niger State College of Education, Minna Vision which aimed to "be a leading Teacher Training Institution for the production of teachers with high professional discipline and integrity, appropriate knowledge and skills for manpower development" set off its journey toward achieving this mandate by putting together a realistic plan. The purpose is to set up goals, targets and the actions to make it possible to achieve the Vision, Mission and Mandate of the College.

The specific objectives of this Strategic Plan (2020 – 2025) are:

§   to harness resources to meet the overall goal and objectives;

§   fulfill the Vision and Mission of the College in the context of contemporary Teacher Professional Education.

Consequently, a thirteen-man Committee headed by the Deputy Provost Academics, Dr. Bala A. Shehu was set up to develop a framework for the College Strategic Plan from 2020 – 2025. The Committee started work on January 2020 after its inauguration with inputs from all stakeholders (Council, Management, Staff and Students) of the College.

This Strategic Plan is arranged in seven sections:

i.   Brief History of the College

ii.   Strategic Intent, Mandate, Vision, Mission and Core Values

iii.   SWOT Analysis of Niger State College of Education as a Teacher Training Institution

iv.   Key Strategic Themes

v.   Strategic Themes, Goals, Objectives, and Actions

vi.   Strategic Logical Framework

vii.   Monitoring and Evaluation Strategies.

The plan therefore addresses ten focus areas carefully selected as fundamental elements of academic excellence.

1.   Evolving a service and development oriented, team bonded governance

structure;

2. Re-appraisal of the existing and planned expanded structures and facilities for establishing the relevant sustenance and service value utilization for improved Teacher Education;

3. Curricular re-invention in the context of the National Teacher Education Policy and the National Commission for Colleges of Education (NCCE) programme re-structuring drive for appropriate quality Basic Teacher Education Delivery;

4. A robust ICT driven quality teaching and learning;

5. Research and Development focused;

6. Community engagement, service and exploring and intensifying linkages and collaborations for extra resources and Professional Teacher Education Development;

7. Creating morally sound and serene environment for functional Teacher Education;

8. Ensuring sustainable resource generation and management drive;

9. Sustaining Staff, Students' Welfare/Staff Development/Promotion; and

10. Institutionalizing Quality Assurance.

This Strategic Plan document was put together based on participatory approach. All the Key stakeholders of the College contributed to putting together this plan. This is hinged on my administrative principles of transparency and accountability to entrench of productivity, efficient and effective service.

Prof. Yakubu Muhammad Auna
Provost

EXECUTIVE SUMMARY

In order to achieve the set Vision and Mission of the College, this Strategic Plan identifies the goals, objective and actions required. The Strategic Plan (2020 – 2025) hinged on two specific objectives:

- To harness resources to meet the overall goals and objectives; and
- To fulfill the Vision and Mission of the College in the context of the Contemporary Teacher Professional Education.

The plan revolves round ten strategic themes:

- Evolving a service and development oriented, team bonded governance structure;
- Re-appraisal of the existing and planned expanded structures and facilities for establishing the relevant sustenance and service value utilization for improved Teacher Education;
- Curricular re-invention in the context of the National Teacher Education Policy and the National Commission for Colleges of Education (NCCE) programme re-structuring drive for appropriate quality Basic Teacher Education Delivery;
- A robust ICT driven quality teaching and learning;
- Research and Development focused;
- Community engagement, service and exploring and intensifying linkages and collaborations for extra resources and Professional Teacher Education Development;
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- Sustaining Staff, Students' Welfare/Staff Development/Promotion; and
- Institutionalizing Quality Assurance.

This Strategic Plan is arranged in seven sections:

i. Brief History of the College
ii. Strategic Intent, Mandate, Vision, Mission and Core Values
iii. SWOT Analysis of Niger State College of Education as a Teacher Training Institution
iv. Key Strategic Themes
v. Strategic Themes, Goals, Objectives, and Actions

vi.   Strategic Logical Framework
vii.   Monitoring and Evaluation Strategies

The first section which contains the brief history of the College highlights the following key issues:

♦   Establishment of the College
♦   Objectives / Mandate of the College
♦   Governance Structure
♦   Academic Programmes
♦   Students Profile
♦   Academic and Non-academic Staff Profile

The second section explains the College Strategic Intent, Mission, Vision, Mandate, and Core Values. The third section contains the situational analysis which looks at the strengths, weaknesses, opportunities and threats of the College. The fourth section contains ten Strategic Themes upon which this plan revolves. The fifth is on key Strategic Themes. The sixth section is on Logical Framework, while the seventh section is on monitoring and evaluation strategies.

In order to allow for ease of compilation and ownership of the plan, every stakeholder was given the opportunity to participate and contribute. The draft copy was presented to the College Council for further input and approval. The approved copy form the document upon the College will operate between 2020 – 2025. Monitoring and evaluation mechanism is provided as key components of the plan. This is for tracking and feedback.

Dr. Bala A. Shehu Okuroro
Deputy Provost Academics
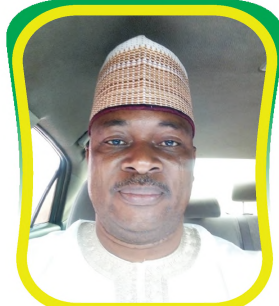**Chairman Planning Committee**

CURRENT GOVERNING COUNCIL MEMBERS

BARR. GEORGE SABO KOCE
CHAIRMAN, GOVERNING COUNCIL

PROF. MUHAMMAD YAKUBU AUNA
PROVOST/MEMBER

YABAGI ALHAJI ALFA
REGISTRAR/SECRETARY

DR. BALA ALHAJI SHEHU
MEMBER

ENGR. ABUBAKAR YAHAYA SALISU
MEMBER

HAJIYA RAMATU UMAR
MEMBER

KABIR MUFE A.
MEMBER

HON. SHEHU KURE
MEMBER

UMAR GALADIMA
MEMBER

YUSUF ALIYU IMAM
MEMBER

MOHAMMED TSWASHA
MEMBER

SA'ADATU BELLO
MEMBER

PRINCIPAL OFFICERS OF THE COLLEGE

PROF. YAKUBU MUHAMMAD AUNA
Provost

Dr. BALA A. SHEHU OKURORO
Deputy Provost (Academics)

YABAGI ALHAJI ALFA
Registrar

Dr. ZULAIHAT ABDULHAMID
Deputy Provost (Administration)

ATTAHIRU LAWAL AHMADU
Bursar

ABUBAKAR MUHAMMAD BIDA
Librarian

Deans

Dr. ABUBAKAR YAHAYA
DEAN, SCHOOL OF EDUCATION

ENGR. ABDULLAHI MUHAMMAD TYABO
DEAN, SCHOOL OF TECHNICAL

Dr. ABUBAKAR M. SANI
DEAN, SCHOOL OF LANGUAGES

Dr. MUHAMMAD ADAMU JEBBA
DEAN, STUDENTS AFFAIRS

MAL. ADO IBRAHIM EGINANA
DEAN, SCHOOL OF VOCATIONAL EDUCATION

Dr. ABUBAKAR KAWU HASSAN
DEAN, SCHOOL OF ARTS & SOCIAL SCIENCES

MAL. SABA A. YUNUSA
DEAN, SCHOOL OF SCIENCES

COORDINATING DIRECTORS

Dr. MUSA MOHAMMED BAWA
CO-ORDINATING DIRECTOR, DUAP

Dr. BASHIR BAKO UMAR
CO-ORDINATING DIRECTOR,
PRE-NCE AND REMEDIAL STUDIES

MRS ABDULLAHI FAROQ FATIMA
CO-ORDINATING DIRECTOR, DAPAL

MAL. ISAH GBODO MOH'D
CO-ORDINATING DIRECTOR,
CENTRE FOR CONTINUE EDUCATION

MAL. BABA HARUNA
CO-ORDINATING DIRECTOR,
CONSULTANCY

MR. KOLO EMMANUEL SUNDAY
CO-ORDINATING DIRECTOR,
ACADEMIC PLANING & DEVELOPMENT

DIRECTORS

SULE MOHAMMED NDAKO
DIRECTOR, RESEARCH AND DEVELOPMENT
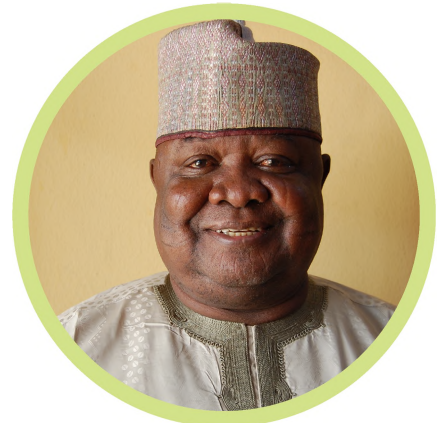
YUSUF ABASHIYA SARKI
DIRECTOR, LVSP

TIJANI ABDULRAHMAN SANTI
DIRECTOR, STUDY CENTRES

MAL. YUSUF SALAUDEEN
DIRECTOR, EXAMS

Dr. NMA ALIYU
DIRECTOR, QUALITY ASSURANCE

MR. PHILIP AUDU
DIRECTOR, SERVICOM

Dr. MUHAMMAD ABUBAKAR UTHMAN
DIRECTOR, CENTRE OF EXCELLENCE

Dr. MAMUDA MAMMAN
DIRECTOR, ICT

DIRECTORS

MAL. SAIDU ABDULLAHI
DIRECTOR S.I.W.E.S

Dr. ASHITUABE JUSTINA
DIRECTOR, SUMMER PROGRAMME

IDRIS ALHAJI ALFA
DIRECTOR, ABU ZARIA

Dr. ABUBAKAR NDAYELECHI
DIRECTOR, TEACHING .PRACTICE

SANI HAMIDU MOHAMMED
DIRECTOR, UDUS

YUSUF ISAH
DIRECTOR, WORKS

Dr. MUHAMMAD SANUSI ABDUL
DIRECTOR OF SPORTS

MRS. HADIZA KOLO
ACADEMIC SECRETARY

1.   Brief History of the College

The Niger State College of Education, Minna was established as an Advanced Teachers' College by the defunct North Western State Government on November 1st, 1975 when there was need to establish an additional Advanced Teachers' College in order to meet the soaring teachers needs in the State. In 1983, the College was upgraded to the status of College of Education by the defunct Civilian Government in the Second Republic through the Niger State Edict N.S.L.N Number 3 of 1983. With the College's new status, the nomenclature of the Principal of the College was changed to the Provost and that of the Administrative Secretary to the Registrar. The Edit was amended under Niger State Edict No. 1 of 1988, and further amended by Niger State Law No. 21 of 2011.

The College took off in its temporary site in Bosso – Minna in November, 1975 with a foundation Teaching Staff of nine (9), a total intake of one hundred (100) Students, and sixteen (16) Administrative Staff. Late Dr. Umaru Sanda Ahmadu was the first Principal and Provost of the College. Dr. Gambo T. Yusuf became the second Provost in 1988, Dr. Bukar Emmanuel Naroka Dauda in 1993, Professor Ibrahim Adamu Kolo in 2001, Professor Faruk Rashid Haruna in 2009 and Professor Muhammad Yakubu Auna succeeded him in 2017 to date.

Alhaji Muhammad Giwa was the first Administrative Secretary and Registrar of the College. Alhaji Ismaila Mohammed Lawal succeeded him in August, 1993 followed by Alhaji Yusuf Muhammad Makusidi in 2007, Alhaji Abdullahi Dalhatu Umar in 2009, and the current Registrar Mall. Yabagi Alfa came into office in 2017.

The College offers several courses leading to the award of Nigeria Certificate in Education (NCE). Other courses run by the College are Professional Diploma in Education (PDE) and Undergraduate programmes in affiliation with Ahmadu Bello University, Zaria and Usmanu Danfodio University, Sokoto.

Objectives/Mandate of the College

The objectives of the College as stated in the Law establishing the College are as follows:

i.   Provide full-time courses in teaching, instruction, research and training in all fields of learning relevant to the needs of the State for purpose of producing qualified NCE Teachers for the Basic Education level, for higher training in

Education and for research to improve teaching and learning.

ii.   To produce highly qualified, motivated, conscientious and efficient NCE teachers for Basic Education Schools.

iii.   To provide Pre-NCE courses.

iv.   To conduct in-service courses in Education for serving teachers.

v.   To arrange/organize conferences, seminars and workshops for training and retraining of NCE teachers in all aspects of Teaching and Education in general.

vi.   To perform such other functions that may promote the objectives of the College.

Governance and Administration

The Governance and Administrative structure of Niger State College of Education, Minna is made up of the Governing Council, Management and the Academic Board.

i.   Governing Council

The Niger State College of Education Governing Council was established under Section 7 of NSLN No. 3 of 1983 and amended under the Niger State Edict No. 1 of 1998 and further amended by Niger State Law No. 21 of 2011. The Governing Council is made up of representatives of a cross section of stakeholders. They include a Chairman to be appointed by the State Governor, Permanent Secretary (Planning Commission), Permanent Secretary (Ministry of Education), the Provost of the College, a member of the Academic Board of the College appointed by members of the Academic Board of the College, three other persons appointed by the Governor, one from each of the three senatorial zones of the State, and a representative of the Local Community. The Registrar of the College is to serve as the Secretary of the Council. The Council is responsible for policy making and regulations in terms of programmes development and management of the College.

ii.   Council's Appointment and Promotion Committee

This is responsible for considering cases bordering on employments, promotions, transfers, disciplines and staff development and make recommendations to Council.

iii.   Finance and General Purposes Committee

The Committee exercise control over the property and expenditure of the College and perform such other functions as the Council may from time to time delegate to it.

iv.   Junior Staff Appointment and Promotions Committee

The Committee exercise control over the appointment and promotions of junior

employees of the College.

v. **Management Committee**

This Committee is made up of the Principal Officers of the College, namely; Provost, Deputy Provost (Academics), Deputy Provost (Administration), Bursar, College Librarian and the Registrar. They are responsible for internal policy evaluation and implementation.

vi. **Academic Board**

The Board is responsible for all policies and decisions regarding academic affairs of the College. The membership of the Board is made up of the Provost as Chairman, other Principal Officers, Deans of Schools, All Heads of Academic Departments, Chief Lecturers, Dean, Student Affairs, Coordinating Directors and the Academic Secretary.

vii. **Committee of Deans and Principal Officers (CDPO)**

The Committee is responsible for policies and decisions on junior staff matters and preliminary consideration of senior staff matters before presentation to the Governing Council.

viii. **Central Administration**

The Central Administration is headed by the Chief Executive (the Provost) who is also the Academic Head of the Institution. He is assisted by other Principal Officers; Registrar, Deputy Provost (Administration), Deputy Provost (Academics), College Librarian and the College Bursar.
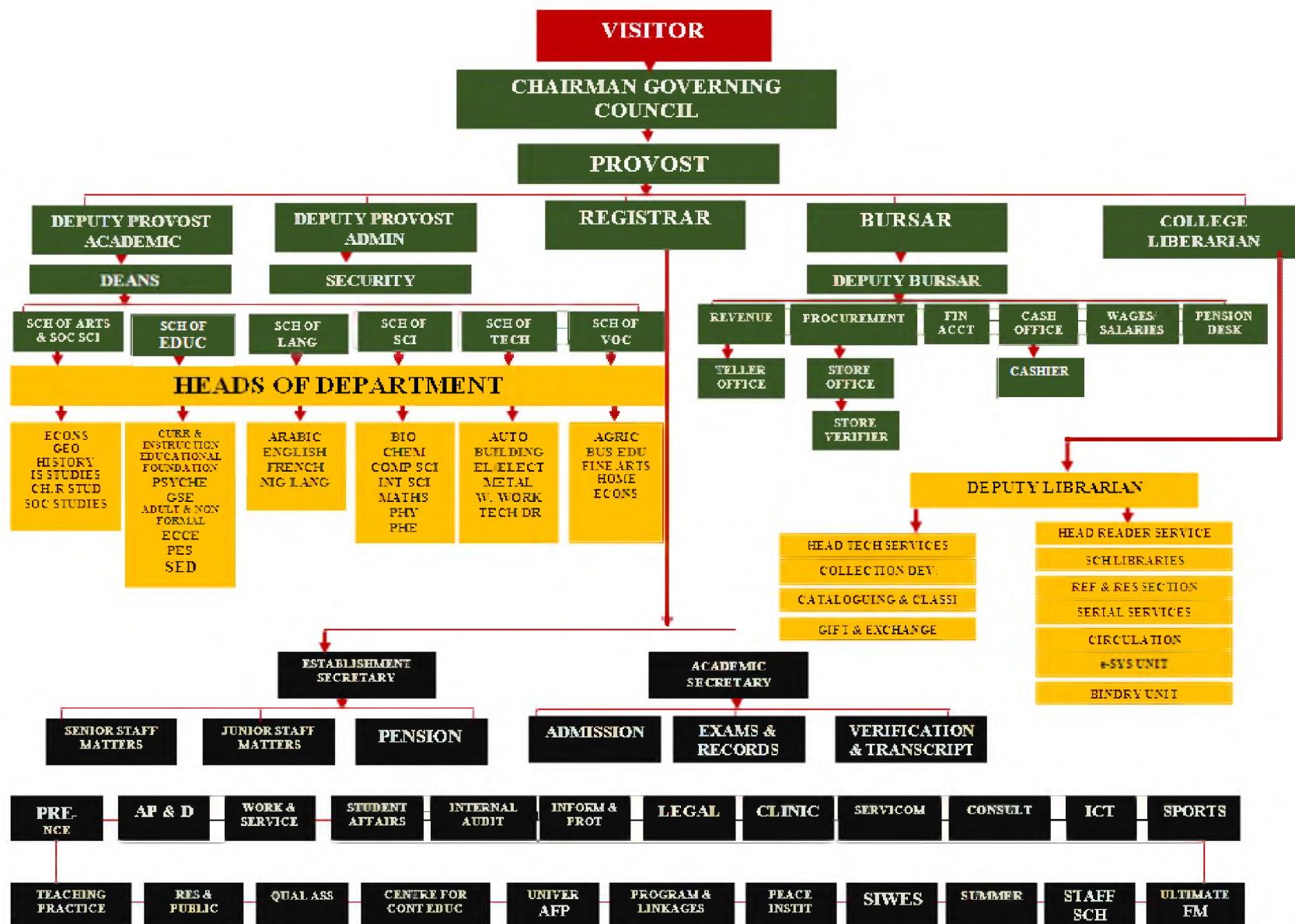
The Central Administration has the following sections:

S/N	Office	
1	-	Internal Audit, Security, Clinic, Works and E-Services, Information and Protocol, Student s Affairs and SERVICOM
2	Registry	Academic, Establishment, Planning and Statistics
3	Bursary	Salary Unit, Main Account, Cash Office and Stores
4	Library	Technical Services and Reader Ser vice, System Unit, Bindery Unit and School Libraries

COLLEGE ORGANOGRAM

VISITOR

CHAIRMAN GOVERNING COUNCIL

PROVOST

DEPUTY PROVOST ACADEMIC | **DEPUTY PROVOST ADMIN** | **REGISTRAR** | **BURSAR** | **COLLEGE LIBERARIAN**

DEANS | **SECURITY** | | **DEPUTY BURSAR** |

SCH OF ARTS & SOC SCI	SCH OF EDUC	SCH OF LANG	SCH OF SCI	SCH OF TECH	SCH OF VOC

REVENUE	PROCUREMENT	FIN ACCT	CASH OFFICE	WAGES/ SALARIES	PENSION DESK

HEADS OF DEPARTMENT

ECONS GEO HISTORY IS STUDIES CH.R STUD SOC STUDIES	CURR & INSTRUCTION EDUCATIONAL FOUNDATION PSYCHE GSE ADULT & NON FORMAL ECCE PES SED	ARABIC ENGLISH FRENCH NIG LANG	BIO CHEM COMP SCI INT SCI MATHS PHY PHE	AUTO BUILDING EL-ELECT METAL W. WORK TECH DR	AGRIC BUS EDU FINE ARTS HOME ECONS

TELLER OFFICE | **STORE OFFICE** | **CASHIER**

STORE VERIFIER

DEPUTY LIBRARIAN

HEAD TECH SERVICES
COLLECTION DEV.
CATALOGUING & CLASSI
GIFT & EXCHANGE

HEAD READER SERVICE
SCH LIBRARIES
REF & RES SECTION
SERIAL SERVICES
CIRCULATION
e-SYS UNIT
BINDRY UNIT

ESTABLISHMENT SECRETARY | **ACADEMIC SECRETARY**

SENIOR STAFF MATTERS	JUNIOR STAFF MATTERS	PENSION	ADMISSION	EXAMS & RECORDS	VERIFICATION & TRANSCRIPT

PRE-NCE	AP & D	WORK & SERVICE	STUDENT AFFAIRS	INTERNAL AUDIT	INFORM & PROT	LEGAL	CLINIC	SERVICOM	CONSULT	ICT	SPORTS

TEACHING PRACTICE	RES & PUBLIC	QUAL ASS	CENTRE FOR CONT EDUC	UNIVER AFP	PROGRAM & LINKAGES	PEACE INSTIT	SIWES	SUMMER	STAFF SCH	ULTIMATE FM

Academic Programmes

The College has expanded in terms of its academic programmes. Presently, there are six schools and thirty six departments anchoring the Nigeria Certificate in Education (NCE) Programme.

S/N	Schools	Departments
1	School of Science	Biology, Chemistry, Computer Science, Integrated Science, Mathematics, Physics, and Physical & Health Education
2	School of Arts and Social Sciences.	Economics, Geography, History, Social Studies, Islamic Studies and Christian Religious Studies
3	School of Languages	Arabic, English, French, Nigerian Language
4	School of Technical Education	Building Technology, Automobile Technology, Woodwork Technology, Metalwork Te chnology, Electrical Electronic and Technical Drawing
5	School of Vocational Education	Agric. Education, Business Education, Home Economics and Fine Arts
6	School of Education	General Studies, Primary Education Studies, Early Child Care Education, Special Education, Educational Foundation, Educational Psychology, Curriculum and Instruction and Adult and Non-formal Education

i. Other Academic Programmes

In addition to the six Schools, other academic programmes are as follows:

S/N	Schools	Departments
1	School of Science	Certificate and Diploma in Computer Science
2	Directorate of Pre -NCE and Remedial Studies.	Pre-NCE Programmes in Sciences, Languages, Technical Education, Vocational Education, Arts and Social Sciences and Remedial Programmes: Remedial Studies for WAEC, NECO, NABTEB and Preparatory Classes for JAMB Examination (UME and PCE)
3	Centre for Continuing Education (CCE)	NCE (Long Vacation Semester Programme, Professional Diploma in Education and NCE (NCE Study Centres)
4	Directorate of University Affiliated Programmes (DUAP)	Degree Programmes affiliated to Ahmadu Bello University, (ABU) Zaria and Usmanu Danfodio University, Sokoto
5	Institute of Peace and Sustainable Development Studies	Research and Training in collaboration with African Strategic Peace and Research Group (AFSTRAG)
6	Directorate of Assisted Programme and Linkages (DAPAL)	Collaborative Projects and Training in Resource Development Programmes (UNICEF, UNDP, Life-Rehab)

Niger State College of Education, Minna

Students' Enrolment from 1979 – 2019 Academic Sessions (NCE Programme)

Students' Enrolment from 1979 – 2019
Chart 1 (1979 – 1998)
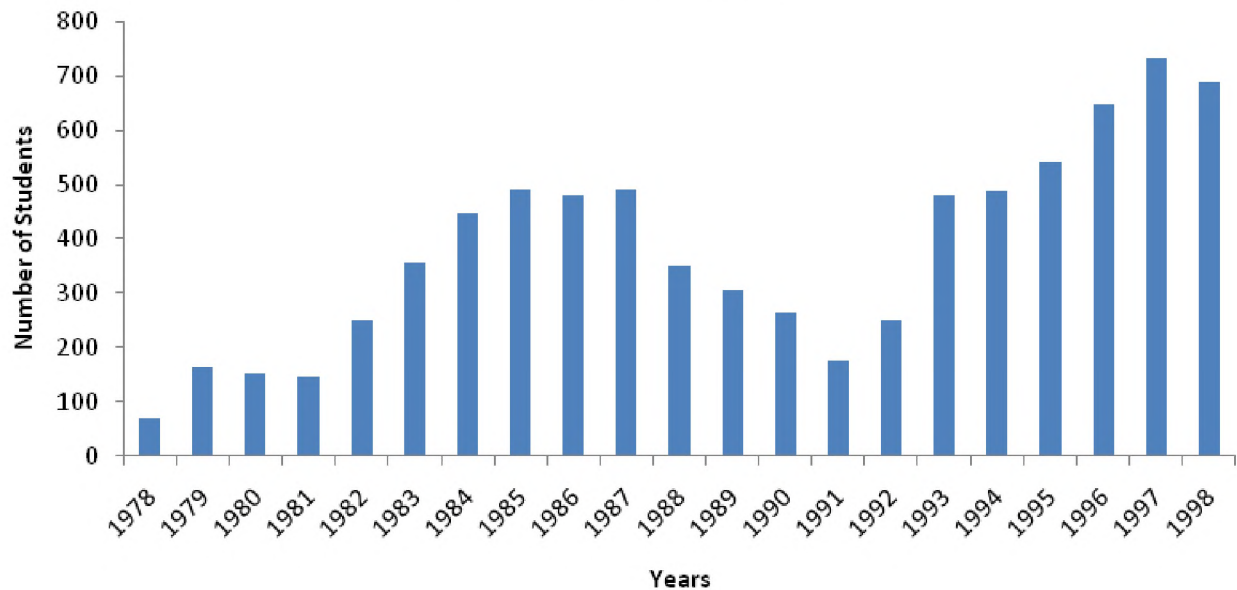
Students' Enrolment from 1979 – 2019
Chart 2 (1999 – 2019)
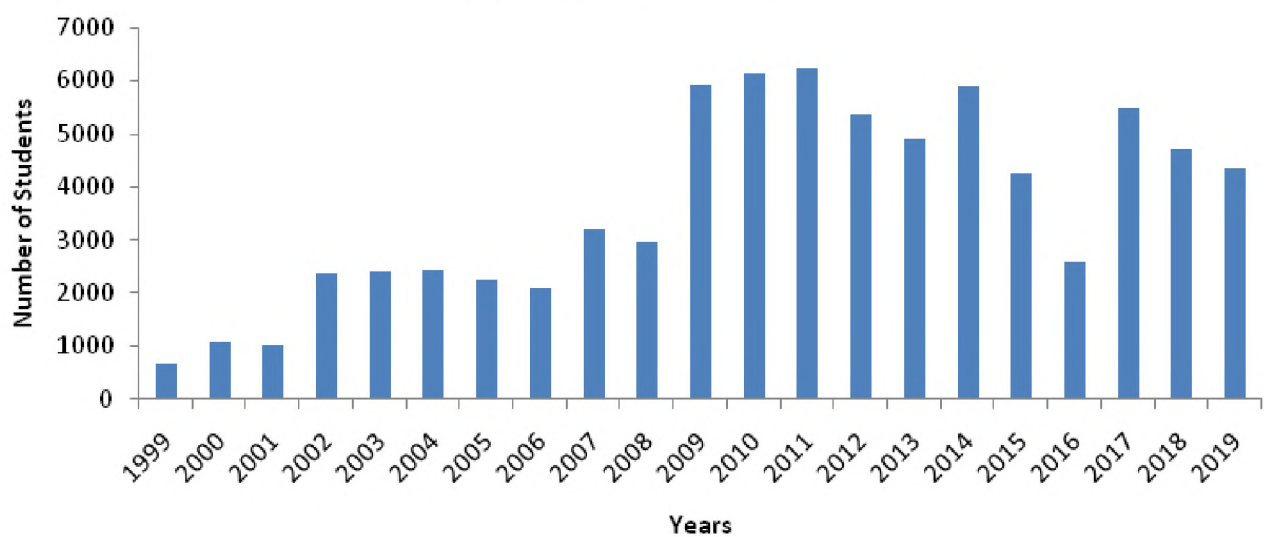
Staff Strength

The College as at 2020 has the staff strength of six hundred and seventeen (617) of both Academic and Non-Teaching Staff.

The analyses of the staff are as follows:

Staff Strength

44.25%   55.75%

■ Academic
■ Non-Academic

Academic Staff Distribution by Schools and Gender

■ Females
■ Males

SCHOOLS: SCIENCES, LANGUAGES, VOCATIONAL, TECHNICAL, EDUCATION, SASS

Number of Academic Staff by Schools and Gender
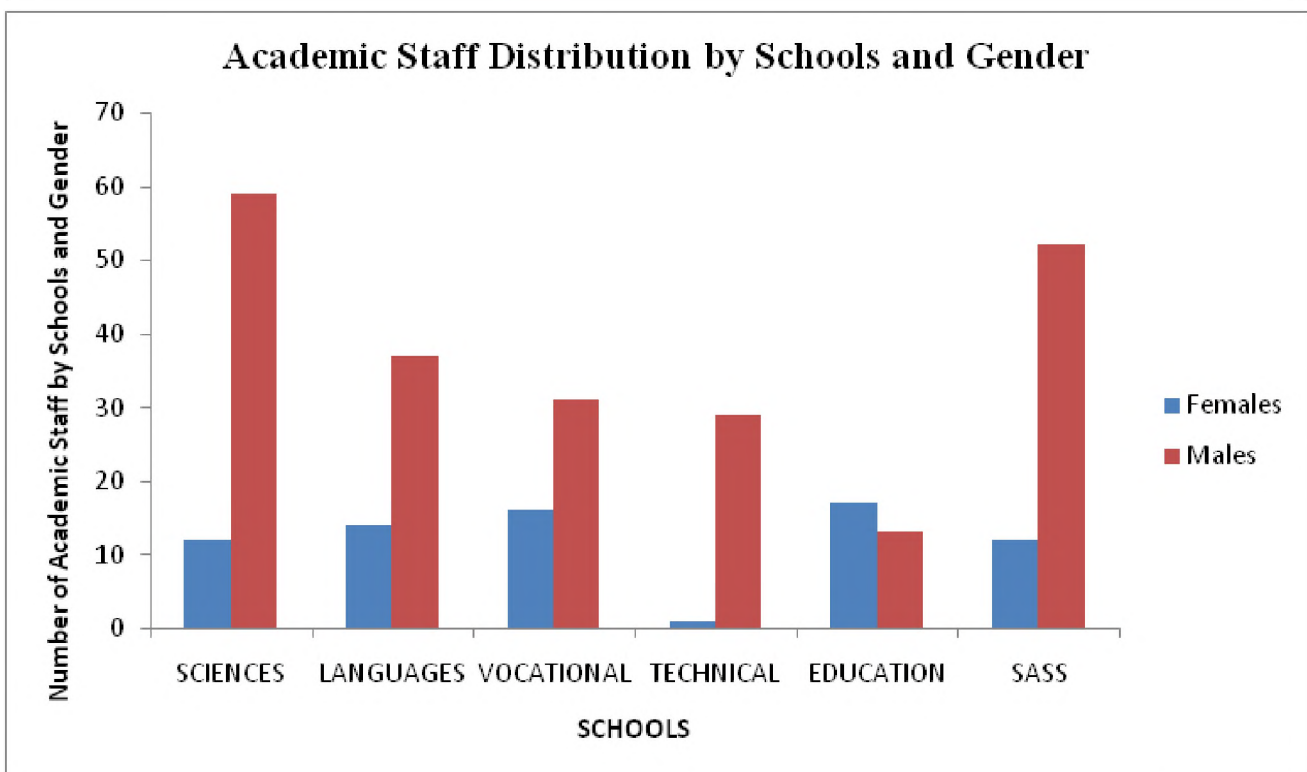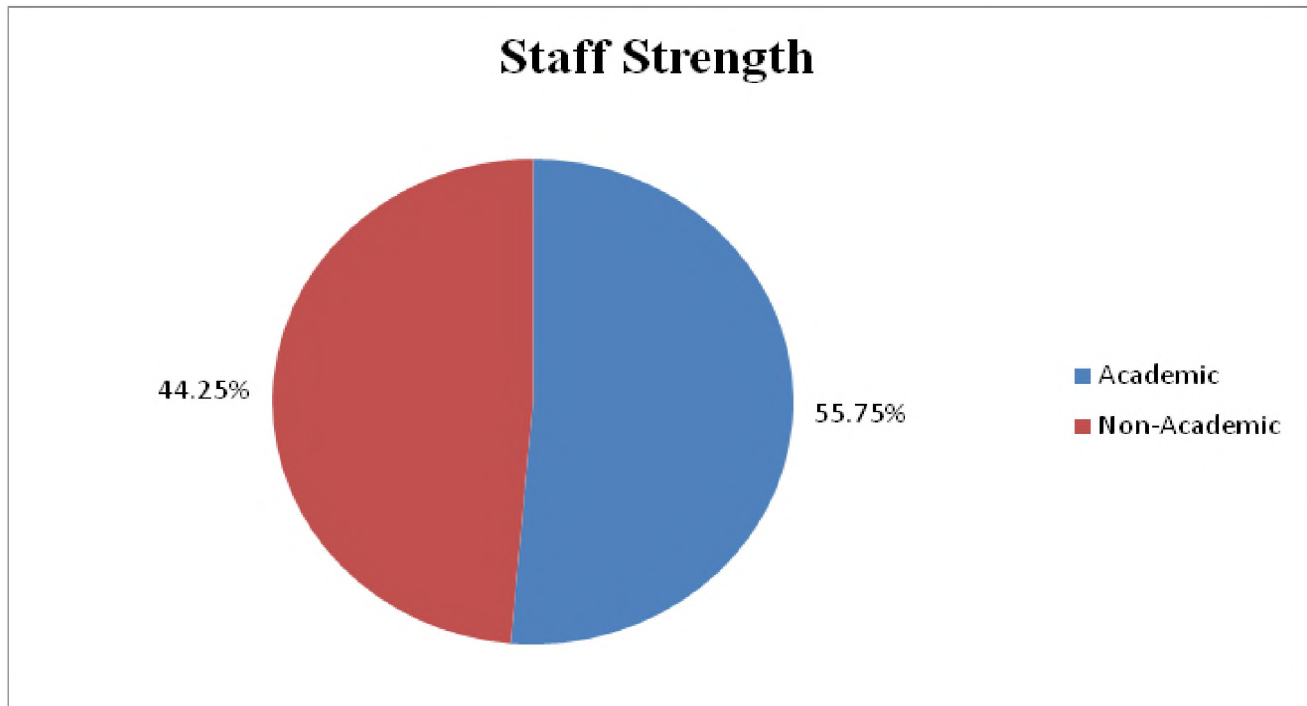
Non-Academic Staff Distribution by Unit and Gender
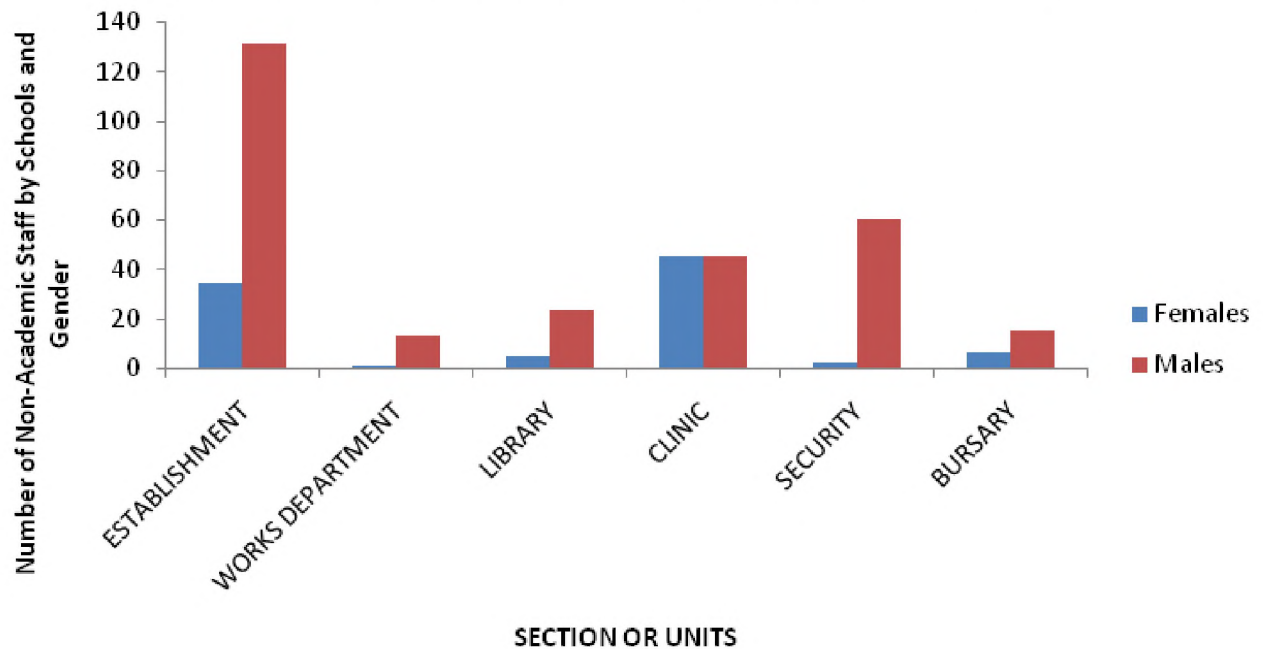
2. STRATEGIC INTENT, MANDATE, VISION, MISSION AND CORE VALUES

Strategic Intent

Strategic intent for Niger State College of Education, Minna underscores the importance of harnessing resources to meet the overall goals and objectives and also to fulfill the Vision and Mission of the College in the context of contemporary Teacher Professional Education in Nigeria.

The objectives as stated in the Law establishing the College are:

i.   Provide full-time courses in teaching, instruction, research, and training in all fields of learning relevant to the needs of the state for purpose of producing qualified NCE Teachers for the Basic education level, for higher training in education and for research to improve teaching and learning.

ii.   To provide highly qualified, motivated, conscientious and efficient NCE classroom teachers for Basic education schools.

iii.   To provide PRE-NCE courses.

iv.   To conduct in-service courses for serving Teachers.

v.   To arrange conferences, seminars and workshops for training and retraining of NCE Teachers on all aspects of teaching and education in general.

vi.   Perform such other functions that may promote the objectives of the College.

The Vision

To be a leading Teacher Training Institution for the production of teachers with high professional discipline and integrity, appropriate knowledge and skills for manpower development.

The Mission

A Teacher Training Institution with full capacity and facilities that will harness both human and material resources for the production of skilled and innovative teachers of high professional competence, discipline and integrity.

The Core Values

Our core values to:

▸ Promote academic excellence in the attainment of the institution's goals.

▸ Pursue truth, accountability and integrity in academics and leadership.

▸ Encourage constructive criticisms and collaborative efforts.

▸ Support and promote research and encourage innovation and creativity.

▸ Create a healthy and intellectually challenging environment for sustainable development.

▸ Foster an atmosphere of fairness, equity and tolerance devoid of rancor.

▸ Promote and sustain the culture of quality in all aspects of the institutional operations.

3. SWOT ANALYSIS OF NIGER STATE COLLEGE OF EDUCATION, MINNA AS A TEACHER TRAINING INSTITUTION STRENGTHS OF THE COLLEGE

S/N	Strengths	Enhancer	Who is Responsible	Time Frame
1.	Adequate physical facilities for maximizing Quality Teacher Education.	✍ Building effective working relationships with the Government and other critical stakeholders. ✍ Emphasize team work ✍ Evolve strong maintenance culture. ✍ Expand/build more facilities. ✍ Equip existing facilities. ✍ Completion of existing uncompleted projects. ✍ Judicious use of TETFund interventions	College Council and Management	Continuous
2	Accredited NCE and Affiliated Programmes	✍ Strengthen existing facilities. ✍ Improve relationship and development. ✍ Create enabling environment for teaching and learning. ✍ Ensure availability of ICT services. ✍ Continue to improve library facilities	Government, Council and Management	Continuous
3.	Cosmopolitan and proximity to the Federal Capital	✍ Explore opportunity for collaboration.	Council and Management	Continuous

Weaknesses of the College

S/N	Weaknesses	Actions Required	Who is Responsible	Time Frame
1.	Inadequacy of qualified caliber of staff for Quality Teacher Education	✍ Recruitment of qualified staff. ✍ Designing a training schedule for staff. ✍ Ensuring regular and equitable training for all categories of staff. ✍ Creating opportunities for staff to attend conferences and workshops. ✍ Recognizing and rewarding outstanding personal development efforts of staff.	College Council and Management	Continuous
2	Poor orientation of commitment to institutional development by staff	✍ Orientation and retraining of staff ✍ Establishment of measurable standards of performance for all staff. ✍ Periodic staff and performance audit. ✍ Addressing issues of students/staff relationships. ✍ Zero tolerance to corruption.	Council and College Management	Continuous
3.	Weakened Teacher Professional orientation by Academic Staff	✍ Develop strong culture for academic work. ✍ Regular and equitable training of academic staff. ✍ Staff capacity building. ✍ Organize school seminar ✍ Staff re-orientation to ensure transparency and accountability.	College Management	Continuous

4.	Over bloated student intake	✍ Reduce student intake/ Maintain carrying capacity. ✍ Employ more academic staff. ✍ Adhere to minimum of student/lecturer ratio.	Council and College Management	Continuous
5.	Poor quality product	✍ Equip Research and Development Unit. ✍ Through Quality Assurance, develop better ways of ✍ Proper conduct of examination. ✍ Encourage sharing of new knowledge and its use. ✍ Punishment and reward system on students. ✍ Conduct entrance examination	College Management Quality Assurance Research & Development	Continuous
6.	Poor security network	✍ Create security policies	Council and College Management	Continuous

Opportunities for the College

S/N	Opportunities	Actualizer	Who is Responsible	Time Frame
1.	Established pedigree in Teacher Education Programme	✍ Provide effective working relationship with Government and critical stakeholders. ✍ Strengthen existing facilities. ✍ Explore further opportunity for collaboration.	Council and College Management	Continuous

Threats to the College

S/N	Threats	Actions Required	Who is Responsible	Time Frame
1.	Inappropriate curriculum for the State Basic Education sub-sector.	✍ Create effective collaboration with NSUBEB and NCCE. ✍ Design periodic training schedule on Curriculum issues.	Council and College Management	Continuous
2	Reduced State funding.	✍ Embark on aggressive revenue drive.	Council and College Management	Continuous
3.	Quality of Academic and Teacher Professional Training	✍ Design regular training and retraining programmes for staff.	Council and College Management	Continuous

4. KEY STRATEGIC THEMES

The Key Strategic Themes are as follows:

1. Evolving a service and development oriented, team bonded governance structure;
2. Re-appraisal of the existing and planned expanded structures and facilities for establishing the relevant sustenance and service value utilization for improved Teacher Education;
3. Curricular re-invention in the context of the National Teacher Education Policy and the National Commission for Colleges of Education (NCCE) programme re-structuring drive for appropriate quality Basic Teacher Education Delivery;
4. A robust ICT driven quality teaching and learning;
5. Research and Development focused;
6. Community engagement, service and exploring and intensifying linkages and collaborations for extra resources and Professional Teacher Education Development;
7. Creating morally sound and serene environment for functional Teacher Education;
8. Ensuring sustainable resource generation and management drive;
9. Sustaining Staff, Students' Welfare/Staff Development/Promotion; and
10. Institutionalizing Quality Assurance.

Theme 1: Evolving Service and Development Oriented, Team Bonded Governance Structure

In order to achieve the Vision and Mission of the College through a service and development oriented, team bonded Governance structure there is the need to do the following:

- Aligning institutional actors around clearly articulated goals;
- Building effective working relationships;
- Reducing ambiguity in members' roles;
- Emphasis on team work;
- Orientation and re-training of Management staff, Academic board, and all other staff;
- Implement e-administration to cover all admin functions;
- Prepare a standard calendar for annual processes such as admission, Council and Board meetings at the beginning of the session and adhere strictly to it;
- Establish measurable standards of performance for all staff;
- Perform periodic staff and performance audit.

Theme 2: **Re-appraisal of the Existing and Planned Expanded Structures and Facilities for Establishing the Relevant Sustenance and Service Value Utilization for Improved Teacher Education**

We are all living witnesses to the serious infrastructural development recorded in the College in the last decade. With the type of programmes we intend to introduce to the College, there is the dire need to re-appraise the existing structures for sustenance and equip them with high-tech equipment that would enhance teaching and learning. This could be achieved in the following ways:

- Re-appraise College Master Plan.
- Inculcate culture of better utilization and maintenance of facilities;
- Completion of existing uncompleted projects;
- Judicious utilization of TETFund interventions to construct more academic buildings and related structures;
- Campus beautification;
- Actively implement alternative power solution to cover the entire campus within 4 years.
- Implement power conservation solutions.

Theme 3: **Curricular Re-Invention in the Context of the National Teacher Education Policy and the National Commission for Colleges of Education (NCCE) Programme/Re-structuring Drive for Appropriate Quality Basic Teacher Education Delivery**

In addition to the existing programmes offered in the College, we will introduce/strengthen courses that would address specific Teacher Education needs and could be achieved through

- Development of a pathway for the adoption of the NCCE re-invented Basic Teacher Education Curriculum (School of Basic Education, Early Childhood & Special Needs Education, School of Literacy and Adult Education, School of Secondary Education, School of General and Foundation Education).
- Addressing the University Teacher Education Programme of the College for sustainability and quality Secondary Education Delivery.
- Building synergy between the College and Ibrahim Badamasi Babangida University Faculty of Education and Niger State Teacher Professional Development Institute (NSTPDI) for quality Professional Basic Teacher

Education strengthening.

Theme 4:   A Robust ICT Driven Quality Teaching and Learning

Providing an ICT-driven and intellectually stimulating teaching and learning condition for Staff and Students to achieve their optimum levels of outputs. This could be done through:

- Ensuring availability of ICT services all over the campus;
- Extensive use of ICT in teaching ;
- Produce digital course modules;
- Implement/strengthen computer based assessment;
- Central time-tabling for lectures and examinations;
- Inculcate e-learning and enhanced online opportunities;
- Continually increase bandwidth to support e-learning;
- Processing of students' result electronically;
- Re-structuring of the ICT/MIS directorate for greater efficiency.

Theme 5:   Research and Development Focus

The College shall provide leadership in innovative and cutting-edge research in areas of Education. Researches that could help solve education-related problems and this could be achieved in the following ways:

- Develop/strengthen research policy;
- Harmonize research administration in the College;
- Organize capacity building programs on research methodology and proposal writing;
- Ensure timely utilization of available research grants;
- Make available to staff and students online courses and research methodology;
- Appropriate research grants to schools;
- Create a dedicated page of links to available research grants on the College website.

Theme 6:   Community Engagement Service, Exploring and Intensifying Linkages and Collaborations for Extra Resources and Professional Teacher Education Development

Community engagement facilitates the convergence of the town and gown and

stakeholder participation. Partnership brings about linkages and collaboration. This could be achieved by:

- Encouraging all academic departments to partner/collaborate and establish at least one project or program in its discipline with a Community or relevant Agency of Government;
- The College could undertake a socially desirable program or project in its host community, periodically, with specific focus on the unemployed and juvenile youth, adult/literacy and entrepreneurship education in communities and correctional centres;
- As part of community service and stakeholder involvement, the College shall take NCE to the door steps of all primary school Teachers in Niger state. By this arrangement, 90% of all primary school Teachers in Niger state shall have the minimum teaching qualification in the next four years;
- In partnership, Advancement office will be created to take care of linkages and collaboration;
- A robust Alumni relations office;
- Exploring Linkages and Collaboration with stakeholders like Niger State Universal Basic Education Board (NSUBEB) and Foremost International Teacher Education Institutions.

Theme 7: Creating Morally Sound and Serene Environment for Functional Teacher Education

This entails creating a stimulating and conducive environment for learning. This will involve safety, security and maintenance of facilities and structure in the College.
- Strengthen the security unit of the College;
- Enhance the physical environment and aesthetics of the College;
- Construct and channel the two gully erosion that pass through the College via Shango.
- Develop a strong culture of sustainable waste management;
- Evolve a strong maintenance culture;
- Curbing cultism through information sharing and management;
- Ensuring proper dress code;
- Addressing issues of students/staff harassment;
- Zero tolerance to corruption;
- Proper management of religious and ethnical issues.

Theme 8: Ensuring Sustainable Resource Generation and Management Drive

Funding of education in Nigeria has become a very serious challenge. Achieving the Vision and Mission of the Niger State College of Education, Minna will remain a mirage if adequate and sustainable funding is not evolved. Management of the little resources provided by government in higher institution of learning remains a problem. Strategies for generation and management of the resources must be put in place.

Niger State College of Education Centre of Excellence and Entrepreneur

- Restructuring and strengthening the Consultancy Services into Company;
- Strengthening the COEMINNA Microfinance Bank;
- Diversifying in the area of agriculture and agricultural related enterprises; novel agricultural technological production systems that will spin money to the College;
- Re-structure the College businesses by injecting more funds and ensuring accountable leadership;
- Generate income through external research grants;
- Resuscitate the College Endowment Fund headed by General Gado Nasko;
- Reach out to Government Agencies, CBN, UNICEF, RMRDC, NSUBEB etc.
- Re-inventing fund raising and extra funds accessing opportunities while ensuring prudence, transparency and accountability in the management of funds, the Management shall also employ best practices in financial control;
- Deploy a robust and efficient integrated financial software in revenue collection;
- Implement e-payment to cover all transactions;
- Increase recurrent allocation to Academic activities targeting NCCE benchmarks;

- Devolve more financial powers to Schools and ensure adequate monitoring and control of expenditure;
- Strengthen budget implementation;
- Fostering enhanced transparency and accountability in funding sources available.

Theme 9: **Sustaining Staff, Students' Welfare and Staff Development and Promotion**

In order to ensure a sustained staff and students' welfare for better productivity, the College will:
- Ensure payment of staff entitlements;
- Create opportunities for staff to earn extra income through personal practices;
- Strengthening and upgrading the already existing sporting and recreational facilities;
- Vigorously pursue maintenance of existing Staff quarter;
- Promoting employee well-being through Personal Effective Programs;
- Organize annual productivity award for outstanding staff.
  Evolve a welfare package for students such as:
- Institute scholarships for outstanding students;
- Soft loan for indigent students;
- Provide sporting and recreation facilities;
- Regular Hostel maintenance;
- Build more Hostels through, Proprietor, Interventions, PPP and high-net worth individuals;
  Organize achievement motivation and wellness programs periodically.

Staff Development and Promotion
- Design a training schedule at the beginning of the academic year;
- Ensure regular and equitable training for all categories of staff;
- Organize conferences and workshops;
- Recognize and reward outstanding personal development efforts of staff;
- Conclude all staff promotion in time and before the end of the year;
- Ensure that promotion guidelines encourage and promote productivity and improvement in the system;
- Reduce promotion guidelines to objective, measurable and unambiguous parameters;
- Make the criteria available to all Staff;
- Exploring extra opportunities for Staff Capacity Development.

Theme 10: Institutionalizing Quality Assurance

Looking at the quality and standard of graduates in Colleges of Education in recent times, there is the dire need to institutionalize quality culture in all the processes and procedures of the College in order to ensure better output. This could be achieved in the following ways:

- Establishment/strengthening Directorate of Quality Assurance;
- Ensuring quality assurance in all academic and non academic units of the College;
- Standardize admission procedure and processes;
- Ensuring quality assurance in the conduct of examination and processing of result;
- Punctuality in the system.

5. STRATEGIC THEMES, GOALS, OBJECTIVES AND ACTIONS

Theme 1:

Evolving Service and Development Oriented, Team Bonded Governance Structure

In order to achieve the core mandate of a Teacher Training Institution the need for effective teamwork is very critical. The College requires diverse teams to work together to achieve the overall mandate, vision and mission of the College. Achieving "Second Best is not Good Enough" the College must reposition itself to allow for creativity and innovation through the efficient and effective integration of technology in administration and teaching. Therefore, Niger State College of Education, Minna aimed at improving teacher efficiency and productivity team bonded governance structure.

Strategic Goal:

Create conducive environment for problem-solving, productivity and cooperation through e-administration.

Objective I:

To align institutional actors around clearly articulated goals.

Prof. Auna with some members of the College community.

Actions:
- Hold congregation meeting at least once annually.
- Publish and distribute the College Mission, Vision and Core Values
- Establish and communicate standards to each section/school.
- Organize orientation and retraining for both Non-teaching and Management Staff.
- Develop the capacity of at least 80% of Management and Administrative Staff in ICT by 2024.

Objective II:

To build effective working relationship and reduce ambiguity in members' roles.

Actions:
- Redesign the organogram of the College.
- Develop Staff Development and Training policy by 2021.
- Prepare a standard calendar for annual processes; admission, council meetings, convocations etc.

Objective III:

To evaluate staff performance at least twice every year.

Actions:
- Equip Quality Assurance Directorate with computers and qualified staff.
- Quality Assurance develops measurable standards of performance for all staff.
- Conduct periodic staff and performance audit

Theme 2:

Re-appraisal of the Existing and Planned Expanded Structures and Facilities for Establishing the Relevant Sustenance and Service Value Utilization for Improved Teacher Education

Niger State College of Education over the years witnessed serious infrastructural development. With the type of programmes intended to be introduced, there is the need to re-appraise the existing structure for sustenance and equip them with high-tech equipment that would enhance the quality of teaching and learning.

Strategic Goal:

Re-appraise the existing structure for sustenance and equip them with high-tech equipment.

Objective I:

To continue infrastructural development that will address lecture halls/lecture theatres, laboratories and office equipment by 80% in 2024.

Actions:
- Equip lecture theatres/lecture halls/classrooms with high-tech equipment.
- Construct and equip dedicated School Libraries.
- Construction of Directorate of Undergraduate Studies.
- Construct and equip new School of Education.
- Construct and equip Directorate of Long Vacation Programme.
- Equip laboratories.

- Construct and furnish Automobile Workshop Complex.
- Construct and equip Modern Language Laboratory.
- Construct modern road network in the College.
- Construct and furnish Department of Special Education block.
- Equip the College main library with current relevant books and journals.
- Expand and equip the e-library section.
- Equip staff offices with furniture.
- Continue landscaping and construct drainages in the College in areas not attended to.

Objective II:

To inculcate culture of better utilization and maintenance of College facilities.

Actions:

- Reappraise existing structure with a view to renovating them.
- Initiate facilities maintenance policy/Maintenance Committee with clearly defined responsibilities.
- Provide adequate care and security to College facilities by recruiting more security personnel.
- Repair and provide street lights where not available.
- Alternative source of power solution through solar energy to meet at least 60% of the power needs of the College by 2024.
- Re-appraise College Master Plan

Theme 3:

Curricular Re-Invention in the Context of the National Teacher Education Policy and the National Commission for Colleges of Education (NCCE) Programme Re-Structuring Drive for Appropriate Quality Basic Teacher Education Delivery.

The Niger State College of Education was established to among other objectives to:

Provide full-time courses in teaching, instruction, research and training in all fields of learning relevant to the needs of the State for the purpose of producing qualified NCE Teachers for the Basic Education level, for higher training in education and for research to improve teaching and learning.

In order to achieve this and other objectives of establishing the College, there is urgent

need to align with relevant institutions and agencies and introduce and strengthen courses that would address specific Teacher Education needs. This idea can be developed and achieved by aligning the College friendship and proximity to rethink College progress to achieve the appropriate quality Basic Teacher Education delivery.

Strategic Goal:

Strengthen synergy with institutions and agencies for quality Basic Teacher Education delivery.

Objective I:

Align College friendship with relevant institutions and agencies in order to address specific Teacher Education needs.

Prof. Auna signing visitor's book at FUT Minna

Actions:

- Provide full-time courses in teaching instruction, research and training in areas of needs.
- Conduct survey to determine areas of manpower needs in education.

Objective II:

To design relevant curricular needs for the purpose of producing qualified NCE teachers for the Basic Education level.

Actions:

- Liaise with NERDC and NCCE in relevant curricular needs in order to achieve appropriate quality Basic Teacher Education delivery.
- Provide higher training in education and research for staff in order to improve teaching and learning.

Theme 4:
A Robust ICT Driven Quality Teaching and Learning

The core mandates of Niger State College of Education are; teaching, research and community service. To achieve these mandates the College needs a lot of information to grow and make meaningful contributions in education and community service toward enhancing the quality and delivery of services. Niger State College of Education acknowledged the importance of ICT technologies in improving institution communication and productivity. In line with this, this section of the Strategic Plan will focus on upgrading, provision of ICT facilities and skilled IT workforce.

Strategic Goal:

To provide an ICT-driven and intellectually stimulating teaching and learning condition(s) for staff and students.

Objective I:

To promote and support the training of at least 80% academic staff in the use of ICT in teaching and learning by 2023.

Actions:

- Encourage and support the training of at least 80% of staff in ICT skills.
- Create an enabling environment for public and private sector participation in promoting ICT awareness in education in the State.
- Create opportunities for students to acquire ICT skills.
- Enhance e-examinations to reduce delays in releasing results.
- Acquire more computers and computer software by 2024.

Objective II:

To reposition the ICT centre of the College to coordinate the acquisition, training and maintenance of

Picture: Showing students making use of the College ICT Centre

Actions:

- Develop and implement a clear governance process of ICT in the College.
- Develop and publish ICT legal and regulatory framework for the College.
- Encourage research in the ICT sector.
- Acquire and deploy state-of-art ICT facilities in all classrooms and lecture halls by 2024.
- Acquire more computer laptops for staff at subsidized rates.
- Promote and encourage the upgrade, development and maintenance networks to meet the needs of the College.
- Promote training of at least 80% of ICT staff in local/international ICT event for acquaintance with the international trends particularly in education by 2025.

Theme 5:
Research and Development Focus

One of the objectives of establishing Niger State College of Education is to "provide full-time courses in teaching, instruction, research and training in all fields of learning relevant to the needs of the state…" To achieve this objective, this Strategic Plan will focus on creating and offering opportunities for staff to further develop their 'research based' teaching competence and excellence to enhance teaching and learning.

Strategic Goal:

To develop research plan that will focus on the needs for research support, strategic needs of both the College, partnerships, state and community.

Objective I:

To enhance and provide research services.

Actions:

- Develop and strengthen research policy by 2021.
- Harmonize research administration in the College for efficiency and effectiveness.
- Create a dedicated page of links to available research grants on the College website.

Objective II:

To expand partnerships and entrepreneurship in research.

Director of NITDA in Abuja discussing with Prof. Auna

Actions:

- Expand partnerships in research by identifying more donor agencies locally and internationally to generate new research opportunities for the College.
- Organize capacity building programmes on research methodology and proposal writing for staff.
- Publish research findings by staff and students online.
- Leverage on the proximity of Ibrahim Badamasi Babangida Univeristy, Lapai and other higher institution(s) in the State.

Objective III:

To support research communications in order to motivate and increase access to research funds.

Actions:

- Equip/strengthen Research and Development Directorate of the College, College Information Unit and ICT Directorate to enhance and implement research communication.
- Support/organize public lectures, conferences and seminar.
- Equip/support the College library with modern high-tech equipment to access research materials.
- Reward high quality research by staff and students.

Theme 6:
Community Engagement, Service and Identifying Linkages for Extra Resources and Professional Teacher Education Development

To achieve the Vision and Mission of the College there is the need to work

collaboratively with the community. This Strategic Plan will therefore focus on identifying stakeholders and strengthen relationships through involvement and execution of meaningful projects. This will further enhance Community-College relationships and resources.

Governor Abubakar Sani Bello commissioning the COE Model Secondary School

Strategic Goal:

To create community engagement and partnership for sustainable Teacher Education development.

Objective I:

To identify opportunities for aligning community needs with College resources for the benefits of both the College and community.

Actions:

- Develop appropriate policies and guidelines for community engagement.
- Create/establish office of community engagement in the College by 2021.
- Sensitize and support staff for community engagement activities.
- Create a robust Alumni relations office in the College by 2021.

Objective II:

To create culture of community recognition and reward system for community engagement and collaborative work by 2021.

Actions:

- Encourage all academic departments to collaborate and establish at least one project or programme in its discipline with a community or relevant Agency of

Government.
- Develop a process of tracking and reporting staff and students community engagement activities.
- Reward excellent community engagement by staff and students.

Objective III:
To increase the number of projects and Community-College engagement activities by 2021.

Photo: Shango Community Head and other members of the community during their visit

Actions:
- Conduct Community Needs Based Survey.
- Embark on community based activities as a result of determined needs.
- Explore more avenue for linkages and collaborations with critical stakeholders such as Niger State Universal Basic Education Board (NSUBEB) and Niger State Teacher Professional Development Institute (NSTPDI).

Theme 7:
Creating Morally Sound and Serene Environment for Functional Teacher Education
Learning takes place in an environment that is safe and conducive to gaining new knowledge or skills. Therefore, the College is focused on creating mentally and physically safe environment. This entails creating a stimulating and conducive environment for learning. This will involve safety, security and maintenance of facilities and structure in the College.

Strategic Goal:
Creating a conducive and safe environment for learning.

Objective I:

To strengthen the security unit of the College

Provost and Security Agencies during their visit to the College

Actions:

- Reorganize the security unit of the College.
- Recruit more professional security personnel.
- Train and re-train security personnel of the College.
- Develop an effective mechanism for monitoring and providing feedback on security issues and College activities.
- Provide CCTV cameras in strategic locations in the College.

Objective II:

To enhance the physical environment and aesthetics of the College by 2024.

Actions:

- Each one plant and nurture a tree.
- Provide adequate and appropriate furniture in lecture halls, theatres and classrooms.
- Set up a Monitoring Team to regularly report classrooms, lecture hall lecture theatres and laboratories needs to the Management.
- Increase the number of latrines or toilets in each school for students.
- Increase the number of waste disposal facilities around the College.
- Construct and channel the two major gully erosion that pass through the College via Shango.

Theme 8:

Ensuring Sustainable Resource Generation and Management Drive

Funding of education in Nigeria has become a very serious challenge. Achieving the Vision and Mission of Niger State College of Education will remain a mirage if adequate and sustainable funding is not evolved. Management of the little resources provided by government in higher institution of learning remains a problem. Therefore, the College will focus on strategies for generation and management of resources.

Strategic Goal:

Develop strategies for generation and management of resources for sustainable Teacher Education.

Objective I:

To restructure and strengthen the capacity of the Directorate of Consultancy.

Actions:

- Restructure the Directorate of Consultancy into Company with a view to expanding its scope.
- Develop a Policy Framework for the company (Consultancy).
- Develop a data-base to provide target funding agencies.

Objective II:

To create more avenues for revenue generation for the College.

Niger State College of Education Centre of Excellence and Entrepreneur

Actions:

- Strengthen the capacity of the Directorate of Consultancy and the Directorate of Research and Development to generate income through external/internal research grants.
- Equip Centre of Excellence and train relevant Staff.
- Resuscitate the College Endowment Fund for extra funds accessing opportunities.
- Deploy a robust and efficient integrated financial software in revenue collection.
- Implement e-payment to cover all transactions.

Theme 9:
Sustaining Staff and Students' Welfare

To achieve the Vision and Mission of the College, there is the need to provide and sustain a safe and supportive environment by putting in place policies and procedures that will provide for students', staff welfare, staff development and promotion. This is to ensure better performance.

Strategic Goal:

To create a safe and healthy learning and working environment for students and staff.

Objective I:

To provide more services that will promote the physical, mental and social wellbeing of students.

Dean Student Affairs and SUG President appreciate the effort of Provost and his Management Team during the presentation of the new 18-seater bus.

Actions:
- Institute scholarships for outstanding students.
- Provide soft loan for indigent students.
- Regular hostel maintenance.
- Create more channels of communication and representation in College governance by students.
- Recruit more professional personnel for the College Clinic.
- Regular supply of essential drugs to the College Clinic.

Objective II:
To strengthen and upgrade the already existing sporting and recreational facilities.

Tennis team welcome Provost, Prof. Muhammad Yakubu Auna to the Provost Cup, C.O.E Tennis Club

Actions:
- Upgrade the already existing sporting facilities in the College.
- Provide regular support to the Directorate of Sports to organize sporting activities.

Objective III:
To develop a comprehensive staff development policy by 2021.
Actions:
- Put in place a comprehensive staff recruitment/selection policy by 2021.
- Review and update criteria for selection of staff for conference/workshop.
- Organize in-house training for at least 80% of staff by 2023.

Objective IV:
To review and update Staff Appraisal Instrument to ensure objectivity and timely promotion of staff.
Actions:
- Directorate of Quality Assurance to establish clear criteria for Staff Performance Appraisal by 2021.
- Ensure that staff promotion exercise is transparent and concluded in time before

the end of each year.

Objective V:
To provide a conducive working environment for staff to ensure high productivity.
Actions:
- Construct and furnish at least 40 new Staff Offices by 2022.
- Upgrade the College Staff School to a Comprehensive Model School by 2023.
- Organize Annual Productivity Award for outstanding staff.
- Purchase additional official vehicles.

Theme 10:
Institutionalize Quality Assurance
The importance of institutionalization of a comprehensive internal quality assurance in Higher Education (HE) particularly Teacher Training Institution cannot be over-emphasized. Looking at the quality and standard of our graduates in Colleges of Education in recent times, there is the need to institutionalize quality culture in all the processes and procedures of the College in order to ensure better output. The Management of Niger State College of Education therefore considers internal quality assurance as a critical component to ensure standard in all its processes and procedures. This, the Management believes will lead to the fulfillment of the Vision and objectives for setting up the College.
Strategic Goal:
To institutionalize internal quality culture in all the processes and procedures of the College.
Objective I:
To strengthen the Directorate of Quality Assurance for better performance.
Actions:
- Acquire and deploy state-of-the-art facilities in the Directorate by 2021.
- Develop the capacity of the personnel in the use of state-of-the-art facilities for quality assurance.
- Support the Directorate to develop relevant instrument for monitoring and evaluating the efficiency and effectiveness of the system.
Objective II:
To put in place Quality Assurance Framework for the College by the beginning of 2020
Actions:
- Develop a comprehensive Quality Assurance Framework for the College by 2020
- Put in place Quality Assurance Committee by 2020.
- Organize orientation for new Staff.
- Orientation/sensitization for fresh students at the beginning of each academic session.

6.   STRATEGIC LOGICAL FRAMEWORK

This section of the plan, Strategic Logframe provides analysis of our strategic intent and the key elements for achieving each of the ten Strategic Themes (STs). Each of the ten themes and goals are clearly identified and analysed using the following baselines:

- Actions
- Expected Results
- Verifiable Indicators
- Means of Verification
- Person(s) Responsible
- Estimated Cost, and
- Time frame

This will help in the monitoring and evaluation of the planned activities. The Management of Niger State College of Education considers monitoring and evaluation as critical management tools to track progress of the 2020 – 2025 plan.

The primary aim is to determine the fulfillment, efficiency, effectiveness, and impact of the 2020 – 2025 Strategic Plan. It is the Management's concern for values such as; relevance, efficiency, effectiveness, impact and sustainability that led to considering monitoring and evaluation as an important component of this Strategic Plan.

To achieve results, the activities set out in this Strategic Plan will be closely monitored and evaluated.

Theme 1: Evolving Service and Development Oriented, Team Bonded Governance Structure

Strategic Goal: Create conducive environment for problem-solving, productivity and cooperation through e-administration

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To align institutional actors around clearly articulated goals	▪ Hold congregation meeting at least once annually.	▪ 90% of academic and non-teaching staff are informed of College goals and activities.	▪ Number of staff well informed of College goals and activities.	▪ Number of meetings held. ▪ Minutes of meeting held.	▪ Initiate, prepare, agenda and inform staff of the meeting. ▪ Conduct meeting to discuss key issues.	▪ The Registrar ▪ Coordinating Director AP & D, Director Research and Development.	250,000,000	Begin 2020 – 2025
	▪ Publish and distribute Provost's Strategic Focus document.	▪ Academic and non-teaching staff have access to Provost's Strategic Focus document.	▪ Number of staff familiar with the Provost's Strategic Focus document.	▪ Number of Strategic Focus document produced and distributed.	▪ Edit publish and distribute Provost's Strategic Focus document.	▪ Director Research and Development		2020
	▪ Hold Management Board meetings	▪ Regular Management and Board meetings.	▪ Number of Management Board meetings held and key decisions taken and implemented.	▪ Minutes of meetings held.	▪ Initiate Call for meeting. ▪ Distribute minutes of meeting held to members.	▪ The Registrar, Coordinating Director Ap & D		2020 – 2025

	▪ Establish and communicate College standards.	▪ Staff and students are aware and committed to maintaining College standards	▪ College standards established, published and distributed to stakeholders.
	▪ Organize orientation for New Staff and Training and Re-training for teaching and non-teaching staff.	▪ Integrate new staff, improve quality of teaching and students performance.	▪ New staff are integrated, improved knowledge to boost quality of teaching and students performance.
	▪ Develop the capacity of Management and Administrative Staff in ICT/E-administration.	▪ 80% of Management and Administrative Staff trained in ICT/E-administration.	▪ Access to and use of basic ICT facilities.

▪ Number of staff and students aware of College standards.	▪ Initiate and publish and distribute College standards.	▪ Management ▪ Academic Board ▪ Quality Assurance ▪ AP & D ▪ Research Committee		2020
▪ Number of orientation organized. ▪ Number of in-house training organized. ▪ Number of staff supported for training/ retraining.	▪ Develop orientation manual. ▪ Identify relevant training for sponsorship. ▪ Develop a standard procedure for selection and sponsorship of training.	▪ Management ▪ TETFund Desk Officer ▪ Quality Assurance ▪ Research Committee		2020 – 2025
▪ Number of ICT facilities available to Management Administrative Staff.	▪ Purchase upgrade College ICT. ▪ Develop/ provide trainer kits.	▪ Management ▪ ICT. Board		2020

To build effective working relationship and reduce ambiguity in members' roles.	▪ Redesign the organogram of the College.	▪ Organogram of the College redesigned with clear streamline of administrative operation.	▪ Access and familiarity with the new organogram.
	▪ Develop Staff Development and Training Policy by 2021.	▪ Improve staff and organizational effectiveness.	▪ Staff contents/ pedagogical knowledge.
		▪ Ensure a systematic and effective way of selecting and training.	▪ Staff
	▪ Develop a comprehensive scheme of service for the College.	▪ Comprehensive scheme of service for staff by 2021.	▪ Scheme of service produced.

▪ Number of Organogram produced and distributed to staff.	▪ Redesign the College organogram ▪ Produce Organogram and distribute to staff.	▪ Registrar	**6,000,000**	2020
▪ Number of staff selected and supported for training.	▪ Set up a Committee to draft Policy. ▪ Discuss and approve draft ▪ Publish and distribute copies.	▪ Management		2020
▪ Number of scheme of service produced and distributed to staff.	▪ Embark on review of scheme of service ▪ Council to discuss and approve scheme of service. ▪ Publish and distribute copies to staff.	▪ Management ▪ College Council		2020 – 2021

Objective							Cost	Timeframe
	• Prepare a standard calendar for annual processes, admissions, Council/ Academic Board meetings.	• Specific calendar for meeting, processes, admission.	• Calendar of events in the College.	• Calendar of events prepared and distributed.	• Prepare calendar of events • Discuss and approve calendar. • Print and distribute.	• Management • Coordinating Director AP & D		2020 – 2025
To evaluate staff performance at least twice every year.	• Equip Quality Assurance Directorate with ICT facilities and qualified staff.	• ICT enabled for staff of Quality Assurance.	• Ability to use computer to generate data/staff evaluation reports.	• Results of staff performance evaluation produced.	• Train and retrain staff of QA staff in computer usage.	• Management • Quality Assurance • Director ICT	5,000,000	2020 – 2025
	• Quality Assurance develops measurable standards of performance for staff.	• High standard performance	• Instrument of Staff Performance Evaluation developed.	• Number of staff performance evaluation conducted.	• Develop staff measurable standard performance instrument. • Management/ Academic approve instrument.	• Director Quality Assurance • Director ICT • Coordinating Director AP & D		2020 – 2025
	• Conduct periodic staff performance audit.	• High standard performance.	• Periodic performance audit.	• Number of performance audit conducted and reports generated	• Sensitize staff on periodic audit performance. • Conduct periodic staff performance audit.	• Quality Assurance/ AP & D		2020 - 2025

Theme 2: Re-appraisal of the Existing Planned Expanded Structure and Facilities for Establishing the Relevant Sustenance and Service Value Utilization for Improved Teacher Education.

Strategic Goal: Re-appraise the existing structure and equip them with high-tech equipment.

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To continue infrastructure development that will address lecture halls/ theatres, laboratories and office equipment by 80%	▪ Equip lecture theatres halls class-rooms with high-tech equipment.	▪ Motivating learning environment. ▪ Improve teaching and learning.	▪ High-tech learning equipment installed in lecture halls and classrooms.	▪ Records of high-tech equipment purchased and installed.	▪ Make list of relevant high-tech equipment ▪ Conduct market survey. ▪ Purchase/install equipment.	▪ Management ▪ Director ICT ▪ Director Works	100,000,000	On going
	▪ Construct and equip dedicated school libraries.	▪ Current reference materials provided. ▪ Provide more access to reading and research.	▪ School libraries built and current books/ reference materials provided.	▪ Number of school libraries built ▪ Number of books and reference materials provided.	▪ Develop design a plan. ▪ Make list of current books/ journal. ▪ Identify reputable company. ▪ Submit proposal for funding.	▪ Management and College Librarian	50,000,000	2021 – 2025
	▪ Construction of New Directorate of Undergraduate	▪ Expand the scope of Undergraduate	▪ A new Undergraduate Directorate built with	▪ The new Undergraduate Directorate	▪ Develop a plan for the new directorate.	▪ Management ▪ Director Works	50,000,000	2021 – 2025

	Studies.	Programmes. ■ University Education accessible to more people.	full facilities.
	■ Construct and equip New School of Education.	■ To meet up with NCCE guidelines for restructuring of School of Education	■ New School of Education built and equipped. ■ Staff offices provided.
	■ Construct and furnish New Automobile Workshop Complex.	■ To provide room for students practical activities and entrepreneur training.	■ New Auto-mobile workshop constructed and furnished.
	■ Construct and equip Modern Language Laboratory.	■ Provide for practical. ■ Provision of faster learning. ■ Use of more resources.	■ Language laboratory built and equipped. ■ Students trained. ■ Contact hours.

built. • List of facilities installed.	• Make a list of facilities.			
• New School of Education • Number of Staff offices and facilities provided.	• Develop plan • Submit proposal for funding.	• Management • Director Works	100,000,000	Begin 2020
• The new Automobile workshop. • Types of facilities. • Evidence of students practical work.	• Develop plan • Submit proposal for funding.	• Management • Director Works	100,000,000	Begin 2020
• Statistics of facilities in the New Language Laboratory. • Number of students trained.	• Develop plan • Develop proposal for funding • Recruit technical assistant. • Construct	• Management • Director Works	100,000,000	Begin 2021

	▪ Construct Modern Road Network in the College. ▪ Construct and furnish Department of Special Education Block. ▪ Equip the College main library with current relevant books and journals.	▪ Ease movement of vehicles. ▪ Beautify the school environment. ▪ Ease link to lecture theatre ▪ Provide learning spaces for student with special needs and disabilities. ▪ Address students' special educational needs. ▪ Current reference materials provided. ▪ Enhance reading culture. ▪ Provide access to	▪ State of the new roads constructed. ▪ Quality of roads constructed. ▪ Community satisfaction with roads constructed. ▪ Type(s) of building. ▪ Facilities for special needs disabilities installed. ▪ Provision of current books·journals.

• Reports of Language Laboratory usage.	procure equipment and furniture.			
• Reports from experts on the quality of roads constructed.	• Identify roads to be constructed. • Invite experts for inspection. • Design plan & BOQ • Seek funding	• Management • Director Works	300,000,000	Begin 2021
• Report from experts on building, facilities and classroom lecture spaces.	• Obtain design type of building for special needs students. • Obtain list of facilities make a proposal and BOQ. • Seek funding.	• Management • Director Works	150,000,000	2021 – 2025
• List of current books and journals. • Report from the Library on number	• Obtain list of current books journals from reputable companies/ institutions/	• Management • College Librarian • HODs	20,000,000	Cont.

	research.		
▪ Construct and furnish New Block of Long Vacation Programme.	▪ Provide lecture and learning space. ▪ Make administration of the programme effective.	▪ New Long Vacation Block constructed and furnished.	▪
▪ Expand and equip the e-library section.	▪ E-library expanded and equipped. ▪ Networked available to students. ▪ Provide more access to information resources. ▪ Students' academic success.	▪ Robust IT network infrastructure.	▪
▪ Continue landscaping and construct drainages	▪ Erosion control ▪ Flood prevention ▪ Beautification of	▪ Evidence of landscaped around the school.	▪

students that access reading materials.	publishers.			
Report from Director of Works.	• Identify site. • Make design and BOQ. • Source for funds.	• Management • Director Works.	150,000,000	2023
Percentage of students and staff that use the e-library daily.	• Liaise with experts to inspect. • Make a proposal and BOQ. • Install facilities.	• Management • College Librarian • Director ICT	20,000,000	Cont.
Report from Director Works.	• Survey to identify area(s) that need	• Management • Director Works	10,000,000	Cont.

	in areas not attended to.	school environment.			- landscaping. - Design and make proposal and BOQ.			
To inculcate culture of better utilization and maintenance of College facilities.	Re-appraisal of existing structures with a view to renovating them.	- Structures needing renovation identified. - Electrical lighting and other infrastructure identified for renovation. - Improve energy efficiency and life span of infrastructure.	List of existing structures that need renovation.	Number of structures identified and renovated.	- Carryout survey to determine structure(s) that need renovation. - Compile list. - Do a proposal and BOQ. - Seek funding.	- Management - Director Works	2,000,000	Cont.
	Initiate Facility Maintenance Policy.	- Increase building life expectancy. - Facility management strategy developed.	Facility maintenance policy in place.	- Maintenance management practices in place. - Maintenance records.	- Set up a Committee. - Committee draft policy. - Management approves. - Publish	- Management - Director Works	500,000	2020
	Provide adequate	To help	Safe environment	Reports from	Determine	Management		Cont.

	care and security to College facilities by recruiting more security personnel.	determine safety. ▪ Prevent violence of all kinds. ▪ Manage student diversity.	▪ Reduction in crime rate violence.
	▪ Set up Maintenance Committee with clearly defined responsibilities.	▪ Educate staff/students on and promote the value of facility management and maintenance. ▪ Advocate enforcement of standards. ▪ Identify and report best practices on for maintenance and	▪ Committee set up. ▪ Names of Committee Members. ▪ Term of Reference.

the office of Chief Security of the College.	number of security need. • Announcement of job position. • Set procedure. • Verify claims by applicants. • Conduct interview • Conduct medical check. • Final selection • Orientation.	• Director Works • Chief Security Officer		
• Report of activities from the Committee	• Set up Committee • Define Committee responsibility. • Inaugurate Committee.	• Management • Director Works	500,000	2020

		operation of College facilities.	
	▪ Repair and provide street lights where not available.	▪ Provide security to College facilities especially in the night. ▪ School environment beautified.	▪ Street lights repaired. ▪ New street light installed.
	▪ Alternative source of power solution through solar energy to meet at least 60% of the power needs of the College by 2024.	▪ Reduced dependency on electricity.	▪ Alternative source of power through solar energy installed.
	▪ Re-appraise College Master Plan to guide physical development.	▪ Maximize use of space to delineate specific areas for specific purposes.	▪ College Master Plan Revisited.

- Report from Director Works on number of repaired and new ones installed.	- Make a list of street lights that need repair. - Identify places that require street light. - Submit a proposal to the management.	- Management - Director Works	5,000,000	Cont.
- Report from Director Works - Community feedback on installed solar energy.	- Carryout assessment - Consider costs. - Assess availability of sources of financing - Identify site - Install.	- Management - Director Works - Procurement Officer	20,000,000	Begin 2021
- Report from Director Works. - New College Master Plan.	- Contact Ministry of Housing/Works. - Re-appraise College Master	- Council/ Management - Director of Works.	1,000,000	2021

		• To enhance the beauty of the College to guide physical development.	

		Plan.			
		■ Finalize the New Master Plan.			
		■ Submit draft to Management.			
		■ Management makes observation.			
		■ Final plan.			

Theme 3: Curricular Reinvention in the Context of the National Teacher Education Policy and the National Commission for Colleges of Education (NCCE) Programme Restructuring Drive for Appropriate Quality Basic Teacher Education Delivery.
Strategic Goal: Strengthen synergy with institutions and agencies for quality Basic Teacher Education Delivery.

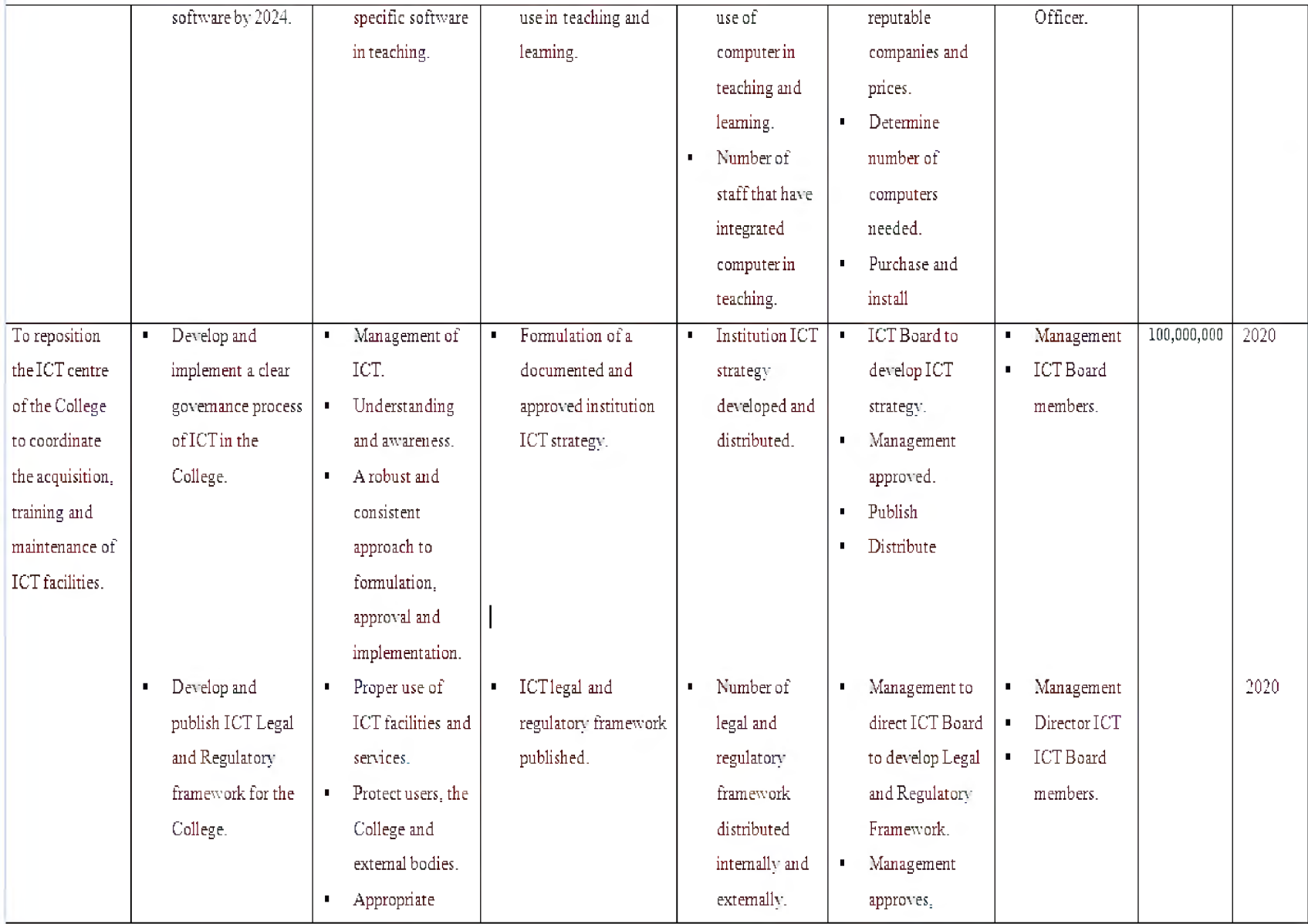| Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To align College friendship with relevant institutions and agencies in order to address specific Teacher Education needs.	▪ Provide full-time courses in teaching instruction, research and training areas of needs	▪ Increase manpower needs in Basic Education. ▪ Qualified teachers for Basic Education.	▪ Courses in teaching instruction. ▪ Research and training.	▪ Number of qualified teacher produced ▪ Trainings conducted for teachers.	▪ Carryout training needs analysis of agencies. ▪ Liaise with relevant institutions for training. ▪ Align learning outcomes with goals and objects of agencies. ▪ Seek accreditation where necessary.	▪ Management ▪ Coordinating ▪ Director AP & D, Director Quality Assurance ▪ Director Research & Development ▪ Director DAPAL.	5,000,000	Cont.
	▪ Conduct survey to determine areas of manpower needs in education	▪ Get manpower requirement for Basic Education. ▪ Databank for manpower needs in education.	▪ Manpower requirement established. ▪ Databank for manpower requirement established.	▪ Reports of manpower needs in different areas. ▪ Report of survey conducted.	▪ Form committee. ▪ Draft survey questionnaire. ▪ Administer questionnaire. ▪ Analysse questionnaire.	▪ Management, ▪ Director Quality Assurance, ▪ Director AP & D, ▪ Director		2020 – 2025

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To align College friendship with relevant institutions and agencies in order to address specific Teacher Education needs.	• Provide full-time courses in teaching instruction, research and training areas of needs	• Increase manpower needs in Basic Education. • Qualified teachers for Basic Education.	• Courses in teaching instruction. • Research and training.	• Number of qualified teacher produced • Trainings conducted for teachers.	• Carryout training needs analysis of agencies. • Liaise with relevant institutions for training. • Align learning outcomes with goals and objects of agencies. • Seek accreditation where necessary.	• Management • Coordinating • Director AP & D, Director Quality Assurance • Director Research & Development • Director DAPAL.	5,000,000	Cont.
	• Conduct survey to determine areas of manpower needs in education	• Get manpower requirement for Basic Education. • Databank for manpower needs in education.	• Manpower requirement established. • Databank for manpower requirement established.	• Reports of manpower needs in different areas. • Report of survey conducted.	• Form committee. • Draft survey questionnaire. • Administer questionnaire. • Analyse questionnaire. • Prepare and submit report.	• Management, • Director Quality Assurance, • Director AP & D, • Director Research Development • Director ICT		2020 – 2025

To design relevant curricular needs for the purpose of producing qualified NCE teachers for the Basic Education Level.	▪ Liaise with NCCE and NERDC for relevant curricular needs to achieve quality Basic Teacher Education delivery.	▪ New NCE Minimum Standards document acquired. ▪ Restructured and re-align Basic Education curricular obtained for guide.	▪ The new NCE minimum standards document available to schools. ▪ Restructured and re-aligned Basic Education curricular available for schools/departments.
	▪ Provide higher training in education and research in order to improve teaching/learning.	▪ Promote academic excellence. ▪ Improve students' performance. ▪ Improve lecturers' content skills.	▪ Lecturers' content knowledge. ▪ Students' performance.

			100,000,000	2020 – 2025
• Number of NCE new minimum standards documents available in schools/ departments. • Number of restructured and re-aligned Basic Education curricular available.	• Contact NCCE and NERDC. • Obtain the documents. • Distribute to schools/ departments.	• Management and College Librarian.	100,000,000	2020 – 2025
• Results of students' examination. • Observation of lecturers. • Report from Quality Assurance and AP & D.	• Support lecturers for higher training. • Conduct regular supervision. • Analyse report from Quality Assurance and AP & D.	• Management • Quality Assurance • AP & D and Academic Board.		Cont.

Theme 4: A Robust ICT Driven Quality Teaching and Learning

Strategic Goal: To provide an ICT-driven and intellectually stimulating teaching and learning condition for staff and students.

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To promote and support the training of at least 80% academic staff in the use of ICT in teaching and learning by 2023	▪ Encourage and support the training of at least 80% in ICT skills in teaching.	▪ Lecturers become competent and users of ICT gadgets in teaching. ▪ Use basic skills acquired to assist students. ▪ 80% of lecturers trained.	▪ Number of staff trained in the use o ICT gadgets.	▪ Report from Director ICT on staff trained. ▪ Number of e-learning materials produced by lecturers for students. ▪ Students' performance in the use of ICT.	▪ Identify staff training needs in ICT. ▪ Draw a programme time-table for ICT training. ▪ Identify institution within and outside for staff training.	▪ Management ▪ Director ICT.	150,000,000	Cont.
	▪ Create enabling environment for public and private public participation in promoting ICT in education.	▪ Train critical stakeholders in basic ICT skills. ▪ Capacity development training for teacher of Basic	▪ Number of stakeholders trained. ▪ Capacity development training conducted.	▪ Report from Director ICT on trainings conducted. ▪ Impact assessment report.	▪ Identify stakeholders. ▪ Identify Basic education teaching training needs. ▪ Prepare training	▪ Management ▪ Director ICT ▪ Director Research & Development.		Cont.

		Education.	
	• Create opportunities for students to acquire ICT skills.	• Enhance the quality of education. • Facilitate students' acquisition of basic skills. • Enhance student-teachers training.	• % of students with basic ICT skills. • % of students who use computer.
	• Enhance e-examination to reduce delays in processing and releasing results.	• Reduce workload. • Release examination results in record time. • Assured of integrity of knowledge testing.	• Graduation rate • Students' satisfaction.
	• Acquire more computers and relevant computer	• Train more staff and students. • Be able to use	• Staff and students trained in computer skills and software

	modules programme of training.			
• Summary report on ICT use by students.	• Conduct students ICT training needs. • Analyse results. • Design programme for training. • Implement • Evaluate impact.	• Management • Director ICT • Coordinating Director AP & D • Director Quality Assurance • Director Research & Development.		Cont.
• Report from Director ICT, Coordinating Director AP & D and School Exam Officers.	• Obtain e-exam software. • Conduct orientation for students. • Develop questions bank.	• Management • Coordinating Director AP & D • Director ICT • Director Quality Assurance and Exam Officers.		Cont.
• Report on staff and students	• Conduct market survey to identify	• Management • Director ICT • Procurement		2020 - 2040

	software by 2024.	specific software in teaching.	use in teaching and learning.	use of computer in teaching and learning. ▪ Number of staff that have integrated computer in teaching.	reputable companies and prices. ▪ Determine number of computers needed. ▪ Purchase and install	Officer.		
To reposition the ICT centre of the College to coordinate the acquisition, training and maintenance of ICT facilities.	▪ Develop and implement a clear governance process of ICT in the College.	▪ Management of ICT. ▪ Understanding and awareness. ▪ A robust and consistent approach to formulation, approval and implementation.	▪ Formulation of a documented and approved institution ICT strategy.	▪ Institution ICT strategy developed and distributed.	▪ ICT Board to develop ICT strategy. ▪ Management approved. ▪ Publish ▪ Distribute	▪ Management ▪ ICT Board members.	100,000,000	2020
	▪ Develop and publish ICT Legal and Regulatory framework for the College.	▪ Proper use of ICT facilities and services. ▪ Protect users, the College and external bodies. ▪ Appropriate	▪ ICT legal and regulatory framework published.	▪ Number of legal and regulatory framework distributed internally and externally.	▪ Management to direct ICT Board to develop Legal and Regulatory Framework. ▪ Management approves.	▪ Management ▪ Director ICT ▪ ICT Board members.		2020

		access to and proper management of ICT resources.	
	▪ Encourage research in ICT sector.	▪ The use of ICT in research.	▪ Use of ICT in research.
	▪ Acquire and deploy state-of-art ICT facilities in all classrooms, lecture theatres, and halls by 2024.	▪ Increased motivation. ▪ Improved attention. ▪ Reduced teacher work. ▪ Enhanced learning through interaction.	▪ Adequacy of ICT facilities in lecture halls. ▪ Frequency and use of ICT facilities by lecturers.
	▪ Acquire more computer laptops for staff at subsidized rate.	▪ Improved research ▪ Make planning easier.	▪ Laptops purchased and distributed to staff.

Report from ICT Director.	publish and distribute.			
▪ Research work published.	▪ Develop training package on the use of ICT for research. ▪ Train staff.	▪ Management ▪ Director ICT ▪ Director Research & Development		Begin 2021 Begin 2020 – 2024
▪ Report by Quality Assurance. ▪ Results of students performance ▪ Lecturers' students' perception on the use of ICT facility	▪ Identify appropriate ICT facilities. ▪ Purchase ▪ Train lecturers on the use of ICT for teaching. ▪ Install ICT facilities in classes, lecture theatres and halls.	▪ Management ▪ Director ICT ▪ Director Quality Assurance ▪ Procurement Officer.		
▪ Survey of opinion and attitudes. ▪ Number of	▪ Identify laptops. ▪ Compile list ▪ Purchase ▪ Distribute	▪ Management, Director ICT ▪ Procurement Officer.		Begin 2020 – 2024

	▪ Promote and encourage the upgrade, development and maintenance networks to meet the needs of the College.	▪ Make data analysis and sharing easier. ▪ Share data. ▪ College connected to outside. ▪ Improved staf research capacity.	▪ Network performance.
	▪ Promote training of at least 80% ICT staff in local international ICT even for acquaintance with international trends in education by 2025.	▪ Increased productivity. ▪ Greater efficiency. ▪ Adoption of new techniques.	▪ Performance in workplace. ▪ Trainings attended.

staff with laptops. • Measure network performance. • Report on user satisfaction.	• Identify appropriate network infrastructure. • Identify experts. • Upgrade • Carry out regular maintenance. • Measure network performance.	• Management, • Director ICT • Procurement Officer.		Cont
• Number of ICT staff trained locally and internationally. • Survey opinion of staff performance.	• Set clear and realistic deadlines and strategies. • Identify type of training require. • Identify institutions for training. • Train.	• Management • Director ICT • Coordinating Director AP & D • Director Quality Assurance.		Begin 2020

Theme 5: Research and Development Focus

Strategic Goal: To develop research plan that will focus on the needs for research support, strategic needs of both the College, Partnerships, State and Community.

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To enhance and provide research services.	• Develop and strengthen research policy by 2021.	• Enhance quality research. • Increase opportunities for cooperation. • Advance human resource capacity, creativity and innovation.	• Quality of research. • Opportunities for co-operations. • Research innovation and creativity. • Research policy.	• Number of co-operations between institutions and public. • Number of research findings presented. • Research policy developed, published and distributed.	• Set up Committee to develop research policy. • Approve research policy. • Publish and distribute research policy.	• Management • Director Research & Development • Coordinating Director AP & D • Director Quality Assurance.	20,000,000	2020
	• Harmonize research administration with College for efficiency and effectiveness.	• Track and streamline financial records and administrative compliance.	• Acceptable research standard compiled. • Harmonized research administration.	• Report from Committee. • Quality Assurance monitoring report.	• Set up Committee. • Decide harmonization strategy. • Develop criteria	• Management • Director Research & Development • TETFund Research/		Begin 2020

		• Improved administrative efficiency and quality control. • Improved record keeping.		• Records of research.	for measuring quality.	Training • Desk Officer • Coordinating Director AP & D.		
	• Create a dedicated page of links to available research grants on the College website.	• Connect with research sponsors. • Access research proposals. • Build rapport.	• Dedicated website created.	• Percentage of visits. • Percentage of research grant accessed.	• Invite expert. • Decide domain name. • Decide hosting provider. • Finalize.	• Management • Director ICT.		Immedi-ately
To expand partnerships and entrepreneur-ship in research	• Expand partnership by identifying more donour agencies.	• Access funding opportunities. • Access knowledge and expertise. • Increased empowerment.	• Number of donour agencies identified. • Number of partnerships established.	• Number of research funded. • List of donour agencies identified and partner with.	• Leverage institutional and personal relationships within and outside the State. • Set clear expectations and guidelines for partnerships.	• Management • Director Research Development • Desk Officer TETFund	6,000,000	Immedia-tely
	• Organize capacity building programmes on research and	• Research competencies and skills developed.	• Research leadership develops. • Research groups able to generate	• Number of training conducted. • Number of	• Capacity assessment. • Strategies and plan.	• Management • Director Research and Development.		Cont.

	proposal writing for staff.		resources. ▪ College able to attract new research funds.	new research funds attracted.	▪ Implementation ▪ Monitoring staff activities in research.			
	▪ Publish research findings by staff and students online.	▪ Add to body of knowledge. ▪ Become recognized. ▪ Others are encouraged.	▪ Research findings published by staff and students online.	▪ Number of staff and students research published online.	▪ Support staff students. ▪ Assess research findings by staff students. ▪ Set criteria for selection. ▪ Select and publish.	▪ Management ▪ Director Research & Development ▪ Director Quality Assurance ▪ Coordinating Director AP & D.		Cont.
	▪ Leverage on the proximity of IBBU, Lapai and other higher institutions in the State.	▪ Expand and exploit learning opportunities. ▪ Build partnership/ collaboration.	▪ Types of partnership built.	▪ Report from Director Research. ▪ M & E report	▪ Identify institutions. ▪ Build partnership /collaboration	▪ Management ▪ Director Consultancy ▪ Director Research & Development ▪ Director DAPAL.		Cont.
To support research communications in order to	▪ Equip/ strengthen research and development, information and	▪ Communicate research findings. ▪ Strengthen user	▪ Research findings published. ▪ User demand for research findings.	▪ Reports on number of research findings	▪ Provide Research and Information Unit with computers.	▪ Management ▪ Director Research & Development	20,000,000	Cont.

motivate and increase access to research funds.	ICT to enhance and implement research communication.	demand for research. ▪ Strengthen capacity of policy makers. ▪ Increase partnership and donour attraction.	▪ Partnership established. ▪ Number of donour agencies attracted.
	▪ Support/ organize public lectures, conferences, and seminars.	▪ Gain new knowledge. ▪ Develop professional relationships. ▪ Meet new friends.	▪ Support from Management. ▪ Public lectures, conferences and seminars organized.
	▪ Equip/support the College library	▪ Locate, retrieve and disseminate	▪ High-tech materials installed.

- published. - Number of research demand from users. - Report from donour agencies.	- Support the training of Staff of Research and Information & ICT on research communication. - Publish research findings in scholarly journals. - Presentation of research findings locally/ nationally.	Director ICT Information Unit.		
Reports of Director Research and Development.	- Identify type/ nature of support. - Plan activities details for approval. - Conduct public lectures, conferences or seminars.	- Management - Director Research and Development.		Cont.
Report from the College	Identify types of high-tech	- Management - College		2020 - 2021

	• with modern high-tech equipment to access research materials.	• information. • Access research materials. • Help staff and students in research.	• Information located and retrieved. • Staff and students visit and use of library.
	• Reward high quality research by students and staff.	• Improve productivity. • Motivate staff and students. • Encourage further research.	• Researches conducted by staff and students.

Liberian. • List of high-tech equipment installed. • Number of visit and use of library.	equipment. • Make list • Make market survey. • Contact expert • Purchase/install.	Liberian. • Director ICT • Procurement Officer.		
• Reports of research(es) selected for award. • Type of research(es) created.	• Establish Committee to evaluate research. • Departments/ schools select, comment and forward to Committee. • Committee selects and forward to outside evaluator. • Outside evaluators evaluate. • Create awards/ honours to recognize. • Nominate staff/ students for award.	• Management • Committee • Director Research & Development • Director Quality Assurance • Coordinating Director AP & D		

Theme 6: Community Engagement Service and Identifying Linkages for Extra Resources and Professional Teacher Education Development.

Strategic Goal: To create community engagement and partnership for sustainable Teacher Education Development.

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To identify opportunities for aligning community needs with College resources for the benefits of both the College and Community.	• Develop appropriate policies and guidelines for community engagement.	• Guide community practice and promote community engagement. • Integrate community engagement with teacher and learning. • Ensure consistent community engagement.	• Community engagement policy developed.	• Number of community engagement policies and guidelines published and distributed.	• Set up a community to develop policy. • Draft policy/ guidelines submitted. • Management/ council consider and approve. • Publish and distribute community engagement policy and guidelines.	• Management • Director Quality Assurance • Coordinating Director AP & D • Director Research and Development.	5,000,000	Immedia-tely
	• Establish office of community engagement in the College by 2021.	• Strengthen and sustain College engagement. • Liaison office between the	• Community engagement office established.	• Report of the community engagement office established.	• Identify suitable site. • Design • Built • Furnish/ equip	• Management • Director Works • Procurement Officer.		Immedia-tely

	■ Sensitize and support staff for community engagement activities.	College and community. ■ Know the importance of community engagement. ■ To reach out to community involved in community engagement activities.	■ Programme / plan for sensitization. ■ Support to staff. ■ Community engagement activities.	■ Report on type of support by Management and community engagement activities by staff.	■ Appoint Liaison Officer. ■ Draw programme for sensitization. ■ Sensitize staff. ■ Provide support to encourage activities.	■ Management ■ Community Liaison Officer ■ Director Works.		Cont.
	■ Create a robust Alumni Relation Office in the College by 2021.	■ Promote quality education. ■ Encourage donations. ■ Bring together graduates. ■ Contribute to development.	■ High College engagement.	■ Number of members registered. ■ Activities of Alumni in the College. ■ Report from Alumni Committee.	■ Establish / built Alumni office. ■ Appoint Alumni Relation Officer. ■ Engage on Twitter and social media. ■ Track graduates of the College. ■ Create data bank.	■ Management ■ Alumni Relation Officer ■ Director Quality Assurance ■ Coordinating Director AP & D ■ Director ICT.		2021
To create culture of community	■ Encourage all academic departments to	■ Working for community. ■ Community	■ Projects/ programme established. ■ Community	■ Reports on number of projects/	■ Conduct needs assessment. ■ Reach out to	■ Management ■ Director Works	6,000,000	Begin 2021

recognition and reward system for community engagement and collaborative work by 2021.	establish at least one project or programme.	empowerment. ▪ Involvement in decision making.	involvement in College decision making.
	▪ Develop a process of tracking and reporting staff and students community engagement activities.	▪ Report staff and students community activities.	▪ Projects/ programmes of staff students community engagement.
	▪ Reward excellent community engagement by staff/ students.	▪ Motivate staff/ students to engage on more community projects/ programmes.	▪ Staff/students nominated for award. ▪ Type(s) of award.

programmes established. ▪ Evidence of community involvement in College decision making.	community. ▪ Analyze and identify projects/programmes. ▪ Consider ▪ Report ▪ Give support. ▪ Establish projects/programmes.	▪ Deans/HODs ▪ Coordinating Director AP & D Director Quality Assurance.		
▪ Report(s)	▪ Establish a Sub-committee on monitoring and measurement of staff/students community engagement activities. ▪ Receive and analyse report(s). ▪ Publish report.	▪ Management ▪ Sub-committee on monitoring ▪ Director Works.		Cont.
▪ Report(s)	▪ Set up a Committee. ▪ Establish criteria for selection. ▪ Nominate ▪ Award	▪ Management ▪ Award Committee ▪ Director Quality Assurance.		Begin 2021

To increase the number of projects and community College engagement activities by 2021.	▪ Conduct Community Needs Based Survey.	▪ Assess needs of the community. ▪ Gather accurate community needs.	▪ Assessment questionnaires.
	▪ Embark on community based activities as a result of determined needs.	▪ Strengthen community/ College relationship.	▪ Projects/activities carried out.
	▪ Explore more avenue for linkages and collaborations with critical stakeholders.	▪ Establish partnership. ▪ Quality education.	▪ Linkages/ collaborations established.

▪ Reports of survey.	▪ Prepare plan ▪ Prepare survey questionnaire. ▪ Consider data sourcing. ▪ Conduct survey. ▪ Analyse report.	▪ Management ▪ Director Quality Assurance ▪ Director Research & Development.	10,000,000	Immedia-tely
▪ Report(s)	▪ Prioritize projects. ▪ Identify site ▪ Execute project(s) ▪ Monitor project.	▪ Management ▪ Director Works.		2021
▪ Report(s) of activities of linkages and collaborations.	▪ Identify areas of linkages and collaborations. ▪ Set priorities. ▪ Initiate visit/ discussion. ▪ Enter into agreement for collaborations.	▪ Management ▪ Coordinating Director AP & D ▪ Director Quality Assurance ▪ Director Research & Development ▪ Director Works.		Immedia-tely

Theme 7: Creating Morally Sound and Serene Environment for Functional Teacher Education
Strategic Goal: Creating a conducive and safe environment for learning.

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To strengthen the Security Unit of the College.	▪ Reorganize the Security Unit of the College.	▪ Increased operational efficiency/ effectiveness. ▪ Better use of talent.	▪ Increased performance and efficiency. ▪ Reduced crime rate in the College.	▪ Reports from Security Officer and M & E	▪ Identify strengths and weaknesses in the current structure of Security Unit. ▪ Identify options. ▪ Consider options and design new structure. ▪ Communicate new structure. ▪ Implement.	▪ Management	20,000,000	Immedia-tely
	▪ Recruit more professional security personnel.	▪ Crime prevention ▪ Proper handling of crime. ▪ Monitor and secure the College	▪ College secured ▪ Reduced crime rate	▪ Report	▪ Announcement ▪ Application process ▪ Verification ▪ Interview ▪ Medical check ▪ Selection ▪ Orientation	▪ Management		Immedia-tely

	• Provide CCTV Cameras in strategic locations in the College.	• Crime detection • Monitor activities in the College	• College secured • Activities in the College monitored.	• Number of CCTV cameras installed. • Report	• Invite professionals. • Request for proposals. • Select • Install	• Management • Director ICT		Immediately
	• Train and retrain of Security personnel of the College.	• Make security personnel more proficient and effective. • Quality service • Save the College reputation.	• Effective performance • Safety of College property and lives.	• Report of activities of security personnel in the College.	• Security personnel training needs. • Identify relevant trainers/ institutions. • Organize training. • Train • Evaluate	• Management		Cont.
	• Develop an effective mechanism for monitoring and providing feedback on security issues and College activities.	• Management informed of security issues activities.	• Awareness of security issues/ activities.	• Report.	• Set up Security Committee. • Identify TOR for Committee. • Receive and evaluate report.	• Management		Immediately
To enhance the physical	• Each one plant and nurture a tree.	• Quality of environment	• Trees planted.	• Number of trees planted	• Identify type(s) of trees.	• Management • Agric	120,000,000	Immediately

environment and aesthetics of the College by 2024.		improved. • Provide shelter • Protect the environment/ structures. • Beautification of environment.	
	• Provide adequate and appropriate furniture in lecture halls, theatres and classrooms.	• Provide ideal teaching environment. • Comfortable seating. • Active learning environment.	• Types of furniture. • Students' performance.
	• Setup Monitoring Team to regularly report classroom, lecture/ theatre halls and laboratories needs to the Management.	• Update management on classrooms, lecture/theatre halls and laboratories needs.	• Classroom, lecture/ theatre halls and laboratories needs.
	• Increase the number of latrines	• Improve hygiene and sanitation.	• Number of latrines provided.

and nurture.	▪ Purchase ▪ Plant ▪ Monitor	Department.		
▪ Number and types of furniture. ▪ Results of students' performance. ▪ Report from M & E.	▪ Take inventory of furniture to determine required number. ▪ Identify types required. ▪ Conduct market survey. ▪ Purchase	▪ Management ▪ Director Works ▪ Procurement Officer.		Cont.
▪ Report submitted by Monitoring Team.	▪ Set up Monitoring Team. ▪ Provide TOR ▪ Inaugurate Monitoring Team.	▪ Management		Immedia-tely
▪ Report	▪ Identify site. ▪ Design	▪ Management, ▪ Director		Immedia-tely

	in each school for students.	• Improve student toilet ratio. • Improve on facility.	• Cleanliness of the latrine.
	• Increase the number of waste disposal facilities in the College.	• Improve hygiene and sanitation. • Environmental protection. • College beautification.	• Waste disposal provided.
	• Construct and channel the two major gullies erosion that pass through the College via Shango.	• Protect the College from erosion.	• Beauty of the College environment enhanced. • College protect from erosion.

	▪ Build/construct.	Works.		
▪ Number of waste disposal provided. ▪ Report.	▪ Identify strategy places for waste for waste disposal. ▪ Provide waste disposal facilities.	▪ Management ▪ Director Works.		Immedia-tely
▪ Report from Director of Works.	▪ Identify site ▪ Make BOQ ▪ Source for funds. ▪ Implement.	▪ Management Council ▪ Director of Works.		2022

Theme 8: Ensuring Sustainable Resource Generation and Management Drive

Strategic Goal: Develop strategies for generation and management of resources for sustainable Teacher Education

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
Develop strategies for generation and management of resources for sustainable Teacher Education.	▪ Restructure the Directorate of Consultancy with a view to expanding its scope.	▪ More organized ▪ More profitable ▪ Improving the quality and quantity of service. ▪ Reposition the outfit for better performance.	▪ Registration with Corporate Affairs. ▪ Members retrained. ▪ Training programme in place.	▪ Report from M & E. ▪ Records of activities.	▪ Determine restructuring strategies. ▪ Identify weaknesses. ▪ Create short-term plan for restructuring. ▪ Implement plan. ▪ Evaluate results.	▪ Management, ▪ Coordinating Director Consultancy	2,000,000	Immediately
	▪ Develop a policy framework for the company (Consultancy).	▪ Have a legal framework to guide operation.	▪ Legal framework developed.	▪ Number of legal framework published and distributed.	▪ Identify need for a policy framework. ▪ Determine policy content. ▪ Set up a Committee. ▪ Develop framework. ▪ Approve ▪ Publish	▪ Management, ▪ Coordinating Director Consultancy		Immediately

	▪ Develop a database to provide target funding agencies.	▪ Aid information on donour agencies. ▪ Bring together data on donour funds from multiple agencies.	▪ Database on donour agencies	▪ List of database on donour agencies.	▪ Donour mapping ▪ Donour search ▪ Compile list ▪ Make contact.	▪ Coordinating Director Consultancy ▪ Director ICT.		Immedia-tely
To create more avenues for revenue generation for the College.	▪ Strengthen the capacity of the Directorate of Consultancy, DAPAL and Research & Development.	▪ Improve performance effectiveness. ▪ Strengthen confidence, skills, knowledge and resources.	▪ Members developed suitable proposal. ▪ Deliver high training programmes. ▪ Skills and knowledge of members increases	▪ Proposals developed. ▪ Train of feedback reports. ▪ Evaluation of members' performance.	▪ Engage member on capacity development. ▪ Assess capacity needs. ▪ Formulate capacity response programme ▪ Implement ▪ Evaluate capacity development.	▪ Management ▪ Consultancy ▪ DAPAL ▪ Director Quality Assurance.	100,000,000	2020
	▪ Equip Centre of Excellence and train relevant staff.	▪ Build expertise ▪ Job creation ▪ Improve quality of service.	▪ Equipment installed. ▪ Quality of service increases. ▪ Types of training offered.	▪ Report ▪ Assessment ▪ Evaluation of members' performance.	▪ Identify relevant equipment programmes. ▪ Discuss with key stakeholders for assistance. ▪ Training staff of	▪ Management ▪ Director Centre of Excellence.		Immedia-tely

• Resuscitate the College Endowment Fund for extra funds accessing opportunities.	• Provide additional income for the College. • Work with stakeholders to improve the quality of the College.	• Endowment Fund resuscitated. • Additional income generated.
• Deploy a robust and efficient integrated financial software in revenue collection.	• Reduce fraud in revenue collection.	• Revenue software installed. • Effective/ efficient revenue collection system in place.
• Implement e-payment to cover all payments.	• Reduce cost • Reduce fraud • Project students • Reduce risk	• E-payment software installed.

	the Centre. ■ Assess/ Evaluate performance and activities.		
■ Report of Endowment activities in the College.	■ Set up Endowment Committee. ■ Give TOR ■ Identify projects/ target. ■ Implement.	■ Management ■ Endowment Committee.	Immedia-tely
■ Audit performance report.	■ Identify reputable expert(s). ■ Call for proposal ■ Select ■ Award	■ Management ■ Director ICT	2020
■ Report ■ Assessment of clients. ■ Evaluation.	■ Get an expert ■ Set up hosting platform ■ Register site ■ Build payment form ■ Install.	■ Management ■ Director ICT	Immedia-tely

Theme 9: Sustaining Staff, Students' Welfare and Staff Development/Promotion

Strategic Goal: To create a safe and healthy learning and working environment for students and staff.

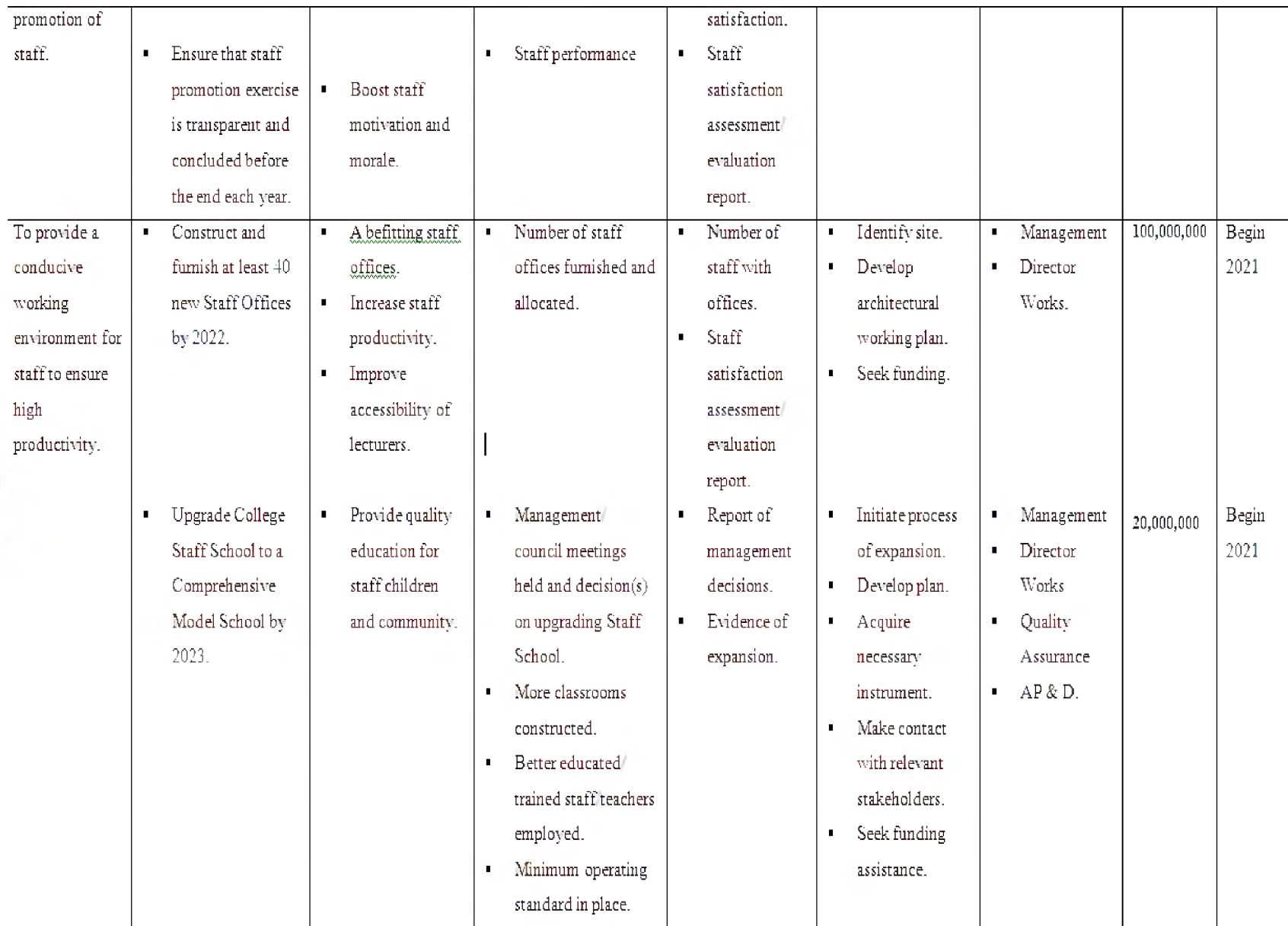| Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To provide more services that will promote the physical, mental and social wellbeing of students.	▪ Institute scholarship for outstanding students.	▪ Encourage hard work. ▪ Recognition and distinction. ▪ Add to student resume. ▪ Attract more students to the College.	▪ Number of students awarded scholarship. ▪ Official assistance for scholarship by the College.	▪ Report from Coordinating Director AP & D.	▪ Set up Scholarship Committee. ▪ Provide TOR	▪ Management	60,000,000	2020
	▪ Provide soft loan for indigent students.	▪ Encourage student from poor background to access and complete higher education.	▪ Indigent students provided loan.	▪ Number of indigent students provided loan. ▪ Evaluation report.	▪ Set up Committee to identify indigent students.	▪ Management		Cont.
	▪ Regular hostel maintenance.	▪ Cleanliness of all areas. ▪ Maintain facilities. ▪ Safety and security.	▪ Level of cleanliness. ▪ Quality of service. ▪ Quality of facilities in hostel.	▪ Assessment report. ▪ Students satisfaction report.	▪ Install hostel management software. ▪ Constant evaluation of report.	▪ Management ▪ Dean Student Affairs ▪ Director Works.		Cont.

	• Create more channels of communication and representation in College governance by students.	• To gather information from students. • To raise the moral of students. • Build trust and openness.	• Supportive environment. • Students' involvement.	• Assessment/ Evaluation of students. • Report from Dean Student Affairs.	• Identify purpose of involving students. • Identify where to involve students. • Plan • Implement • Assess/ evaluate progress/ students feeling.	• Management • Dean Student Affairs.		2020
	• Recruit more professional personnel for the College clinic.	• Improve health of students. • Take care of students health problems. • Provide medical care for students.	• Existence and quality of health personnel recruited.	• Number of health personnel recruited.	• Request for permission to recruit. • Transfer from Ministry of Health.	• Management • Head of Clinic.		2021
	• Regular supply of essential drugs to the clinic.	• To satisfy the priority healthcare needs of students.	• List of drugs supplied to the clinic.	• Existence of records of drugs administered. • Report from Head of Clinic.	• Make list of essential drugs. • Conduct market survey. • Purchase.	• Management • Head of Clinic • Procurement Officer.		Cont.
To strengthen and upgrade the	• Upgrade the already existing	• To develop social skills in	• Student participation in sporting activities.	• Assessment/ Evaluation	• Take inventory • Identify area(s)	• Management • Director	20,000,000	Cont.

NSCOE Strategic Plan 2020 – 2025

87

already existing sporting and recreational facilities.	sporting facilities in the College.	students. ▪ Encourage interaction.		▪ Report from Director Sports.	to be upgraded. ▪ List facilities/ areas to be upgraded. ▪ Conduct market survey. ▪ Purchase ▪ Upgrade	Sports ▪ Procurement Officer.		
	▪ Provide regular support to Directorate of Sports to organize sporting activities.	▪ Encourage interaction among students and staff. ▪ Develop social skills.	▪ Semester sporting activities. ▪ Annual sporting activities.	▪ Report from Directorate of Sports.	▪ Directorate of Sports to prepare and submit roadmap of semester/ annual sporting activities to management.	▪ Management ▪ Directorate of Sports.		Semester /Annual
To develop comprehensive staff development policy by 2021.	▪ Put in place comprehensive staff recruitment/ selection policy by 2021.	▪ Ensure transparent process. ▪ Merit-based recruitment. ▪ Ensure consistency. ▪ Credibility to the College.	▪ Internal satisfaction. ▪ Quality of the policy.	▪ Internal satisfaction analysis report.	▪ Set up a Committee. ▪ Outline clear TOR. ▪ Analyse report of Committee. ▪ Approve policy ▪ Publish.	▪ Management	2,000,000	Immedia-tely
	▪ Review and update	▪ Ensure	▪ Selection based on	▪ Report on staff	▪ Set up a	▪ Management		Cont. Pr.

Objective	Strategies				Activities	Responsibility	Budget	Timeline
	criteria for selection of staff for conferences/workshops.	transparent process. ▪ Merit-based selection. ▪ Ensure consistency and credibility.	merit. ▪ Internal satisfaction of selection.	selected.	Committee to review and update criteria for selection. ▪ Provide clear TOR. ▪ Approve ▪ Publish	▪ Quality Assurance ▪ AP & D.		
	▪ Organize in-house training for at least 80% of staff by 2023.	▪ Quality improvement. ▪ Maintain effective management team. ▪ Provide job related knowledge/ skills.	▪ Staff performance. ▪ Staff satisfaction. ▪ Positive record of students' performance.	▪ Number of training conducted. ▪ Number and type of trainings. ▪ Performance level of staff. ▪ Students' performance record(s).	▪ Conduct training needs assessment. ▪ Design training materials. ▪ Develop training materials. ▪ Implement training. ▪ Evaluate training.	▪ Management ▪ Quality Assurance ▪ Research & Development ▪ AP & D.		Begin 2020.
To review and update Staff Appraisal instrument to ensure objectivity and timely	▪ Establish clear criteria for Staff Performance Appraisal by 2021.	▪ Provide feedback on Staff Performance. ▪ Recognize staff accomplishments ▪ Support staff	▪ Staff Performance Appraisal developed and published.	▪ Number of Staff Performance Appraisal developed and distributed. ▪ Staff	▪ Clearly provide performance job description. ▪ Clarify key criteria. ▪ Publish ▪ Distribute	▪ Management ▪ Quality Assurance ▪ AP & D.	2,000,000	Begin 2020

promotion of staff.	▪ Ensure that staff promotion exercise is transparent and concluded before the end each year.	▪ Boost staff motivation and morale.	▪ Staff performance	satisfaction. ▪ Staff satisfaction assessment/ evaluation report.				
To provide a conducive working environment for staff to ensure high productivity.	▪ Construct and furnish at least 40 new Staff Offices by 2022.	▪ A befitting staff offices. ▪ Increase staff productivity. ▪ Improve accessibility of lecturers.	▪ Number of staff offices furnished and allocated.	▪ Number of staff with offices. ▪ Staff satisfaction assessment/ evaluation report.	▪ Identify site. ▪ Develop architectural working plan. ▪ Seek funding.	▪ Management ▪ Director Works.	100,000,000	Begin 2021
	▪ Upgrade College Staff School to a Comprehensive Model School by 2023.	▪ Provide quality education for staff children and community.	▪ Management/ council meetings held and decision(s) on upgrading Staff School. ▪ More classrooms constructed. ▪ Better educated/ trained staff/teachers employed. ▪ Minimum operating standard in place.	▪ Report of management decisions. ▪ Evidence of expansion.	▪ Initiate process of expansion. ▪ Develop plan. ▪ Acquire necessary instrument. ▪ Make contact with relevant stakeholders. ▪ Seek funding assistance.	▪ Management ▪ Director Works ▪ Quality Assurance ▪ AP & D.	20,000,000	Begin 2021

	▪ Organize Annual Productivity Award for outstanding staff.	▪ Boost staff performance and morale. ▪ Encourage higher staff performance.	▪ Productivity awards. ▪ Number of staff awarded. ▪ Staff satisfaction.
	▪ Purchase additional official vehicles.	▪ Ease staff official assignment.	▪ Official vehicles purchased.

▪ Report of Annual Productivity Award.	▪ Establish criteria and award categories. ▪ Selection process. ▪ Fix date.	▪ Management ▪ Quality Assurance ▪ AP & D.	5,000,000	Cont.
▪ Report from Director Works and Procurement Officer.	▪ Identify needs for vehicle. ▪ Identify number required. ▪ Seek funding ▪ Purchase.	▪ Management ▪ Director Works ▪ College Procurement Officer.	20,000,000	Begin 2021

Theme 10: Institutionalize Quality Assurance

Strategic Goal: To institutionalize internal quality culture in all processes and procedures of the College.

Strategic Objectives	Actions	Expected Results	Verifiable Indicators	Means of Verification	Activities	Person(s) Resp	Estimated Cost	Time Frame
To strengthen the Directorate of Quality Assurance for better performance.	▪ Acquire and deploy state-of-the-art facilities in the Directorate by 2021.	▪ Enhance quality of work. ▪ State-of-the-art acquired and installed by 2021.	▪ Number of facilities acquired and deployed.	▪ Assessment/ evaluation report.	▪ Identify types of facilities. ▪ Conduct market survey. ▪ Finalize at management. ▪ Purchase ▪ Deploy/install.	▪ Management ▪ Director ICT ▪ Director Works ▪ Procurement Officer.	10,000,000	2021
	▪ Develop the capacity of the personnel in the use of state-of-the-art facilities for quality assurance.	▪ Improve capacity of staff. ▪ Staff are trained for efficiency and effectiveness.	▪ Number of staff trained.	▪ Staff performance assessment report.	▪ Conduct training needs. ▪ Design training programme. ▪ Develop training modules. ▪ Conduct training. ▪ Evaluate.	▪ Management ▪ Director ICT.		2021
	▪ Support the Directorate of Quality Assurance to develop relevant instrument for	▪ Enhance quality accountability and transparency. ▪ Relevant	▪ Number of instrument developed.	▪ Report of the evaluation using instrument developed.	▪ Design instrument. ▪ Submit to the Management for approval.	▪ Directorate of Quality Assurance. ▪ AP & D ▪ Director of		2021

	monitoring and evaluating the efficiency and effectiveness of the system.	monitoring instrument developed by the Directorate of Quality Assurance.			▪ Sensitize staff. ▪ Carry out evaluation. ▪ Analyse and submit report.	ICT.		
To put in place Quality Assurance Framework for the College by the beginning of 2020.	▪ Develop a comprehensive Quality Assurance Framework for the College by 2020.	▪ Ensure quality assurance standards and guidelines. ▪ Comprehensive Quality Assurance Framework developed.	▪ Quality Assurance document available.	▪ Report	▪ Design and develop Quality Assurance Framework. ▪ Submit to Management for approval. ▪ Publish ▪ Distribute ▪ Implement.	▪ Management ▪ Quality Assurance ▪ AP & D.	2,000,000	2021
	▪ Put in place Quality Assurance Board by 2020.	▪ Board in place to provide clear vision and direction.	▪ Quality Assurance Board in place. ▪ Activities of Quality Assurance Board.	▪ List of members of Quality Assurance Board. ▪ Report of Quality Assurance Board activities.	▪ Set up Quality Assurance Board. ▪ Inaugurate Board.	▪ Management ▪ Director Quality Assurance.		2020

	- Organize orientation for new staff.	- Help staff to adapt to teaching environment. - Encourages more effective productive teaching practices.	- Awareness of professional responsibilities.
	- Organize orientation/ sensitization for fresh students at the beginning of each session.	- Smooth transition from secondary school to the College. - Better prepared to meet the challenges of academic life.	- Aware of expectations.

• Report of performance. • New staff satisfaction report.	• Prepare programme of orientation. • Conduct orientation.	• Management. Director of • Quality Assurance.		Cont.
• Report of students activities after the orientation.	• Prepare orientation/ sensistization programme. • Conduct orientation/ sensitization.	• Management • Quality Assurance.		Cont.

MONITORING AND EVALUATION STRATEGIES

Every organization needs effective and efficient ways to monitor and evaluate its Strategic Plan. Monitoring and evaluation are necessary components of the College Strategic Plan to measure the results and to evaluate the progress against stated objectives by tracking goals and indicators.

The essence of monitoring and evaluation therefore are to:

- Ensure that stated activities are being performed within the defined time frame and parameters.
- Ensure that activities are consistent with the College Vision, Mission and Core Values.
- Assess level of goals achieved and identify potential problems.

"Evaluation is a systematic and objective examination concerning the relevance, effectiveness, efficiency and impact activities in the light of specific objectives. While monitoring is a continuous assessment that aims at providing all stakeholder with early detailed information on the progress or otherwise of the activities." The essence is to find out if the actions, expected results, verifiable indicators and schedules planned have been reached.

The following strategies will be used to monitor and evaluate the plan implementation:

Monitoring Strategies/Instruments

- Implementation Committee Review Meeting
- Periodic Stakeholder Review
- Annual Programme Review

Evaluation Methodologies

- Impact Assessment
- Mid-Term Review
- Annual Audit Review

In addition, Strategic Plan Implementation Committee will be set up by the Management to:

- Ensure implementation,
- Track progress,
- Assess implementation
- Review progress
- Report to the management.