



**UNIVERSITY WIDE REGIONAL STRATEGY
FOR
FEDERAL UNIVERSITY OF TECHNOLOGY MINNA**

2023-2028

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1.0 INTRODUCTION

1.1 BACKGROUND INFORMATION ON FEDERAL UNIVERSITY OF TECHNOLOGY MINNA

The Federal University of Technology (FUT) Minna is a specialised University established by the Federal Government of Nigeria on 1st February 1983 by Act No. 13 of 11th July, 1986 which was consolidated by the Federal Universities of Technology Act, CAP F23, Laws of the Federal of Nigeria 2004 in furtherance to Nigeria's desire to be self-reliant in Science, Engineering and Technology. It is well posed as the best University of Technology in Nigeria and the most preferred University of Technology. It is the 9th in the 2022 webometric ranking of Nigeria Universities and top 2500 in the world by Webometrics. FUT Minna is one of the only two Universities with A⁺ Institutional Accreditation of Nigerian Universities and the only University in Nigeria with 5- Star 'SERVICOM' Ranking for service. Because of her strategic interdisciplinary research approach, the University has won the first position in 2012 and third position in 2015 of the last two National University Commission (NUC) organized Nigerian Universities Research Development Fair competitions. Similarly, due to its innovative technology, depth of staff expertise and capacity to help students reach their full potential, it attracts students and employees from all parts of the country. Indeed, it is the most cosmopolitan University in Nigeria. It has staff and students from all the states of Nigeria and the Federal Capital Territory. FUT Minna currently has a total student population of 26051 (84.3%-21982 undergraduates and 15.6%-4069 postgraduate students) out of which 61 are foreign students. Only 25% of the students are female. It has proven over time to produce industry ready graduates who are preferred choices for employers. The University has 54, 695 alumni and an employment index of graduates of 60.61%. Our graduates are the 4th most preferred for employment in Nigeria. The University has a total staff strength of 2402 which is skewed in favour of the non-teaching staff (academic-902 (37.6%) and nonacademic-1500 (62.4%). The female workers are less than one third of the work force in the Institution i.e. (male-1812 (75.43%) and female -590 (24.56%). In comparison with most conventional institutions, the staff and student strength of FUT Minna is small and this is because of its Science Technology, Engineering and Mathematics (STEM) specialized nature.

Information and Communication Technologies (ICT) is the bedrock of digitalization of education upon which institutions hinge on to become internationalized. In terms of ICT, FUT Minna is the only University in Nigeria with a dedicated faculty of ICT and two faculties of Engineering. It is the first University in Nigeria to establish a Faculty of ICT and Department for Cyber Security. The University has 10 schools (faculties), 9 Centres, 13 Units and 2 Directorates (www.futminna.edu.ng). Of the 10 schools, 4 are dedicated to ICT education and service delivery and are as follows; School of Engineering and Engineering Technology, Information and Communication Technology, School of Infrastructure Process Engineering and Technology and School of Physical Sciences. The Centre for Open Distance Learning and Information Technology Services complements the four ICT based schools as it offers an online Bachelor of Technology degree in Computer science. Similarly, while all 46 academic departments in the University are ICT compliant and users, 10 are specific for generation of ICT equipment (software, hardware, applications and other auxiliary tools) and skills namely Telecommunication Engineering, Mechatronic Engineering, Electrical and Electronic Engineering, Computer Science, Computer Engineering, Cyber Security, Mechanical Engineering,

Physics, Mathematics, Statistics, Surveying and Geoinformatics, Library and Information, Information and Media Technology departments. With regards to expertise, 46.5% (418/902) of the academic staff of the university teach ICT based courses in physical and life sciences. Additionally, 96 senior nonteaching staff of the university that work as technologists in ICT based department and Information Technology Service division also produce software as well as provide capacity building to students and staff. The University possesses skilful staff and students in software development and other ICT related fields. For instance, the learning management system used in the Centre for Open Distance and e-Learning (CODeL), result processing and transcript processing software were fully developed by the staffs and students of FUT Minna.

Apart from having the fundamental academic departments and skilled staff for ICT delivery, the University has the necessary ICT tools and systems and has embraced the data culture in decision making and governance. FUT Minna has heavily invested in state-of-the-art digital learning facilities and network infrastructure such as servers, campus-wide Local Area Network (LAN) built on fibre-optic cable with wireless router access point available everywhere on the campus. Robust Information and Communication Technology (ICT) infrastructure hinged on Optical Fiber Cabling backbone is one of the strengths of the University. Every Student and faculty have access PIN to the University web domain residing with Google gateway. Under the DLI 7.6 Africa Centre of Excellence Impact project, the university has been provided with one gigabyte bandwidth that needs to be extended to students' concentrated areas, 10 interactive flat panel display strategically installed in large lecture halls, access to MATLAB, antiplagiarism software and high performance computing systems. Three Centres of the University namely Centre for Open Distance Learning (CODeL), Africa Centre of Excellence for Mycotoxin and Food Safety (ACEMFS) and West African Science Service Centre on Climate Change and Adopted Land Use (WASCAL) absolutely teach their courses online as their students are spread across over 15 African countries. WASCAL also conducted online PhD defence during the COVID 19 lockdown. Apart from these Centres, some lectures particularly in the Engineering Schools are gradually migrating to remote teaching.

With regards to governance, the library provides access to e-resources particularly ProQuest, Science Direct and Research4Life. Academic transcripts are issued within 24 hours of request with a student copy sent to the applicant; e-copies of final examination results are accessible to students within six weeks of completion of such examinations. Easy-Chair, a global conference enhancement and editing outreach, is now a permanent e-editing system being used for our international conferences. Student and course registrations are fully digitalized. FUT Minna is one of the first universities to deploy e-voting for student union election in Nigeria. The University's e-Test Centre meets international standards and has been sustainably managed for over 10 years. Indeed, introduction to ICT course is compulsory for all students of FUT Minna which has made the university entirely digitally literate. The University Advancement Office caters and engages FUT, Minna Alumni through the University Tracer Alumnus System. Alumni interactive platform is actively domiciled in the University website as Alumni resources link. The Bursary department uses International Financial Reporting System and Remita platforms as financial systems and payment platforms. The deployment of ICT in the general operations of the university has earned the Federal University of Technology Minna high scores in the PASET Benchmarking marking data system maturity survey conducted by World Bank/AAU under the ACE Impact for Development impact project. In the survey, FUT Minna had 73% in staff with data skill, 75% in possession of tools and systems and 73 % in institutional embrace of data culture for decision making and governance.

2.0 IMPLEMENTATION TEAM AND TIMEFRAME OF REGIONAL STRATEGY

The Committee was constituted on the approval of the Vice Chancellor with the following terms of reference:

- i. Conduct SWOT analysis on existing regionalization efforts in the University.
- ii. Compile information on Institution's existing regional activities/status.
- iii. Hold consultation with stakeholders: samples from academic and administrative heads, schools, students, public bodies, industry, etc. to determine elements of regional strategy
- iv. Draft the strategy in accordance to the guidelines of the regional operation manual of the ACE Impact.
- v. Develop and revise the draft university wide strategy based on the recommendations of the Association of African Universities.
- vi. Organise a retreat where the draft strategy will be discussed before approval by Senate and Council of the University.
- vii. Execute the approved university wide strategy through
 - a. Floating scholarship scheme for regional students to study in the University
 - b. Staff/student exchange programmes, research collaboration and other activities that will have academic impact in the region.
 - c. To consider and implement other ideas that will be useful in making the University a regional learning hub.

The Implementation Committee includes

- | | |
|------------------------------------|-----------|
| 1. Professor Abdullahi Mohammed | Chairman |
| 2. Professor Isreal Olayemi | Member |
| 3. Professor Moses Aderemi Olutoye | Member |
| 4. Professor Abdullahi Idris Nda | Member |
| 5. Dr. Helen Shnada Auta | Secretary |

Time Frame:

The Committee was given eight (8) weeks from the date of the first meeting to draft the regional strategy and submit its report to the office of the Registrar.

Lifespan of the Strategy: the regional strategy covers a time frame of five years and shall be reviewed every two years. This implies that the implementation of the strategy shall start in 2023 and ends in 2028 with reviews at the end of 2025 and 2027. The secretary of the implementation Committee in collaboration with the Quality Assurance and Productivity Unit of the University shall be responsible for monitoring and evaluation of the implementation of the strategy.

3.0 REVIEW OF REGIONAL ACTIVITIES IN FEDERAL UNIVERSITY OF TECHNOLOGY MINNA

The University hosts seven national and international centres and several research groups that have

academic and research collaborations and networking with many Universities and industries across the globe. With regards to those with intentional focus on Africa, the **West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL)**-<https://wascal.org>- funded by **German Federal Ministry of Education and Research** is on the frontline. It has graduated 30 Master's and doctoral students and currently has 20 students in its six years of existence on climate change and land use. The graduates and students are from Benin, Burkina Faso, Cote D'Ivoire, Ghana, Mali, Nigeria, Niger, Togo, The Gambia and Senegal. Another regional initiative in the University is the **African Water Resources Mobility Network (AWARMN)** [Intra-Africa-AWARMN \(ru.ac.za\)](http://Intra-Africa-AWARMN.ru.ac.za): The Network builds trans disciplinary capacity for sustainable water resources management in Africa. It involves five Universities in five countries; DR-Congo, South Africa, Nigeria, Algeria and Uganda. It is a European Commission funded project that has a budget line of 1.4 Million Euro. It has postgraduate students from Rwanda, Uganda, Democratic Republic of Congo, South Sudan, Cote d'Ivoire. The University via the **Carnegie RISE Foundation, USA** has developed bioassessment protocols for Nigerian streams by refining and remodifying the South African Scoring System (SASS). The Nanotechnology Group of the institution has developed and patented nanoclay based filter for industrial wastewater treatment and modified phillipsite zeolite fertilizer carrier synthesized from Nigeria Ahoko Kaolin with collaboration of University of Johannesburg, University of the Witwatersrand, South Africa, Botswana International University of Science Technology.

The Cooperation for Holistic Agriculture Innovation Nests in Sub Saharan Africa (CHAIN) is a three year ERASMUS-EDU-2022-CBHE-STRAND-2 European Union grant that is worth 800,000 Euro with 10 participating Institutions of which six are African. The institutions include Hochschule Weihenstephan-Triesdorf, Germany (Coordinator), Universite De Kara, Togo, Universite De Lome, Togo, South Eastern Kenya University, Kenya, Jaramogi Oginga Odinga University of Science and Technology, Kenya, Farming Systems Kenya, Kenya, Alex Ekwueme Federal University Ndufu Alike, Nigeria, Uniwersytet Przyrodniczy We Wroclawiu, Poland and Universitatea Pentru Stiintele Vietii @Ion Ionescu De La Brad@ Din Iasi, Romania and Federal University of Technology, Minna. The **Advanced Engineering Innovation Research Group** is another versatile multi and interdisciplinary research team in the University that is part of the 1.14 Euro Horizon Europe grant on Blended Aim Academic Mobility which has 12 partners from Africa, Europe and Asia. The **Entrepreneurship Centre of our University** is a Champion in Enrich-in-Africa project which is an EU-Africa innovation ecosystem dedicated community for African start-ups to gain access to resources, news, stories, jobs, investment support and opportunities. <https://enrich-in-africa-project.eu/who-we-are>. The Africa Centre of Excellence for Mycotoxin and Food Safety (www.acemfs.futminna.edu.ng) has 46 national and international academic and industry partners across the six continents and is a member of four strategic African based food safety networks, namely MYTOX SOUTH (<https://mytoxsouth.org/>), African Food Safety Network (<http://www.africanfoodsafetynetwork.org>), West African Food Safety Network (wafosan.com) and West African Network for Infectious Diseases ACEs (<https://ace-partner.org/wanida/en/centres/>).

Suffice to summarise that the Federal University of Technology Minna has robust activities and Memorandum of Agreements with many academic institutions and industries in all the continents of the World. Indeed, the University has 68 foreign students from 15 African countries namely, Benin, Niger, Ghana, Sierra Leone, Cameroon, Democratic Republic of Congo, Malawi, Uganda, Kenya, Mali, Cote d'Ivoire, Burkina Faso, Togo, Gambia and Senegal. There is also an increase in the non-national academic staff to about 67 in 2022 as well as faculty visits to the University. Staff and



students of the Centres have spent short-term research leave in some of our partner institutions including Ghent University, University of Johannesburg, University of Ghana. Physical **WANIDA** and **AFoSaN** symposia involving ACEMFS students and lecturers at Ghana is a recurrent regional activity. Additionally, ACEMFS has conducted capacity building activities in Institut Superieur de Sante, Niamey, Niger in March 2023. It is also pertinent to note that many FUT Minna academic staff in hundreds have and are schooling in universities overseas that eventually adds to the pool of University International Partners.



FUT Minna will continue to maintain the on-going collaborations and networks while pursuing to expand its partnership with industries within Africa and other continents with a view to increasing its foreign student's enrollment, joint research projects with possibility for national and international patents with its attendant commercialization and revenue generation. The existing foreign academic collaborations will also be leveraged on by the University to have its researchers bid for grants from prestigious funding agencies such as HORIZON Europe, National Institute of Health, National Science Foundation, USA, Wellcome Trust etc.

4.0 DETAILS OF STAKEHOLDERS CONSULTATIONS

The stakeholders' consultations were carried out within and outside the University. Three levels of consultations were held within the academic circle (a) Deans, (b) 46 Heads of Departments and (c) Faculties in the Departments. Similar approach was adopted for the 16 administrative divisions namely Registry, Bursary, Directorates of Works, Information Technology Services, Collaboration, Affiliations and Linkages, Legal Unit, Academic Planning Unit, Security, Servicom, Quality Assurance and Productivity Unit, Library, Procurement Unit, Students Affairs, Research, Innovation and Development, Equipment Maintenance Unit, Advancement Office which handles Alumni affairs etc. Three heads of the host community were consulted via phone calls which lasted for 15 minutes on the average. Eighteen Members of the ACEMFS' International Scientific Advisory Board and Sectoral Advisory Board, and some partners of the university were also interviewed during one of their quarterly online meetings. Their opinions were sought on the achievements, challenges and remedies, and strategies towards regionalization of the University mainly via consultative meetings, questionnaire and phone calls.

The consultation sessions were held between the 26th October 2022 to the 17th January 2023. It is estimated that 987 academic and administrative staff of the university participated in responding to the 79 questionnaires that were sent to the academic and administrative Departments/Directorates/Units of the Universities. These consultative meetings were held during one of the monthly Departmental/Directorate/Unit meetings. The results of the consultative meetings were collated and summarized by the Deans and Directors who as members submitted it to the university wide regional strategy Committee. We had a 68.7% total response rates with regards to the questionnaires sent out within and outside the University. The information drawn from this activity are summarized in the following sections and they informed the objectives and activities outlined for the regional strategy. The respondents were unanimously in favour of the objective of enhancing capacity to deliver applied research to address regional development challenges as this is the area of strength of the university.

<p>5.0 SWOT ANALYSIS</p> <p>The strengths, weaknesses, opportunities and threats analysis of the University was carried out with a view to articulating the regional vision and objectives of the strategy as well as designing the action plan for implementation of the strategy. Please find below the SWOT table.</p>	
<p style="text-align: center;">Strengths</p>  <ol style="list-style-type: none"> 1. A University leadership committed to the regionalization of the University 2. Strong institutional commitment to global initiatives. 3. Pool of qualified academic and administrative staff with considerable expertise in teaching, research and service delivery. 4. Committed academic and administrative staff. 5. A strong staff development policy and unit that motivates employees. 6. Availability of various administrative academic and research policies, strategies and directorates (Academic Planning Unit, Quality Assurance and Productivity Unit, Directorate for Research, Innovation and Development, Industrial Liaison Office and Directorate for Collaboration, Affiliation and Linkages, Intellectual Property Technology Transfer Office) to support growth of the University in terms of academics, research and partnership. 7. The University's strategic interdisciplinary research approach, has made her a leading research institution with reputation for winning the highest number of national Tertiary Education Trust Fund (TETFund) grants in the country. 8. High impact research publications in Scopus indexed journals that improve the University's ranking and visibility. 9. High quality and diverse academic programmes in virtually all fields of studies. 10. Availability of trending and emerging courses such as Artificial intelligence, Nanotechnology, Food Safety etc 11. High employability of graduates with an employment index of 60.61% and are the 4th most preferred for employment in Nigeria as incentive for attracting and retention of both national and regional students. 12. High potential in terms of ICT personnel, skills and equipment to becoming a fully digitalized learning hub with regional reach. 13. Large expanse of land (10,065 hectares) for development, commercial agriculture and other revenue generating activities. 14. Host strategic national and international Centres (Africa Centre of Excellence for Mycotoxin and Food Safety, West African Science Centre on Climate Change and Adapted Land Use, Centre for Genetic Engineering and Biotechnology, Centre for Open Distance Learning) with potential for regionalisation of the university. 15. Good learning environment with state-of-the-art laboratories, lecture rooms, analytical equipment and smart boards supplied by the Centres of Excellence. 16. Committed national and international academic and research partnerships and networks. 17. Dependable industrial and sectoral partners at national and international levels. 	<p style="text-align: center;">Weaknesses</p>  <ol style="list-style-type: none"> 1. Absence of an international office to coordinate regional activities in the university. 2. The absence of regional academic policies on minimum admission requirements for regional candidates, credit transfer system and recognition of period of study for admission of international students. 3. The International institutional and programmes accreditation as assurance for the recruitment and retention of regional students is lacking. 4. Lack of scholarship scheme for regional students.

<p>18. . A geographically strategic location being in the heart of the nation and close to the Federal Capital Territory, Abuja, the nation's capital.</p> <p>19. Availability of staff and students support services such as scholarships, grants, health insurance, guidance and counselling unit and benevolent funds.</p>	
<p style="text-align: center;">Opportunities</p> 	<p style="text-align: center;">Threats</p> 
<ol style="list-style-type: none"> 1. Development and implementation of university wide regional strategy. 2. Internationalization of the University via international accreditation of the University and academic programmes. 3. Continuous engagement of foreign faculties in teaching, students' supervision, research grant applications, staff and student internship schemes and review of curriculum. 4. Strengthening already existing strategic regional industrial and sectoral partnerships and establishing new ones. 5. Improving and leveraging on the already developed research prowess of University researchers to acquire more TETFUND and other high profile international grants particularly European Union-African Union grants. 6. Leveraging on the University research policy and strategy, intellectual Property right policy and their respective directorates for research, innovation and development (DRID) and Intellectual Property Technology Transfer Office (IPTTO) to commercialize research outputs for revenue generation. 7. Potential to generate revenue from University consultancy and professional services, Microfinance bank and other commercial outlets to support regional initiatives. 8. Leveraging on the Nigerian Research and Education Network (NgREN) upgraded ICT facilities and the Centre for Open and Distance e-Learning (CoDEL) to develop and deliver massive open online courses and hybrid learning across the region with wide social inclusion. 	<ol style="list-style-type: none"> 1. Unstable academic calendar due to incessant industrial action of academic and non academic staff unions of Nigeria Universities. 2. Poor funding of universities by the Federal Government of Nigeria. 3. Rising insecurity in the country adversely affects admission of both foreign and national students as well as employment of international staff. 4. Closure of university due to pandemics, and natural disaster (floods). 5. National government policies against commensurate charging of tuition fees in public universities affects IGR and consequently leading to weak financial base and threat to growth in all ramifications. 6. Apathy of national and multinational industries and companies to patronize the research and innovation efforts of local institutions complicates the poor revenue base of the University. 7. The global economic meltdown occasioned by the COVID 19 pandemic and its attendant national financial inflation hinders general growth of the University. 8. Incessant soaring inflation rates in the country is a destabilizing factor in financial planning with its attendant adverse impact on development and growth generally including funding regional initiatives.

6.0 REGIONAL VISION OF FEDERAL UNIVERSITY OF TECHNOLOGY MINNA

In view of the foregone critical analysis of the academic and research achievements, elaborate international collaborations and partnerships, and challenges of FUT Minna in furtherance of its quest to becoming a smart global learning hub, and in satisfying the indices for national and global ranking of universities and SWOT analysis of FUT Minna, we do hereby develop a university wide regional strategy which will make FUT Minna a fully digitalized regional University with smart campuses. The following outcomes are envisaged for the next decade: an increase in student enrolment of 50,035 and academic staff with a staff: student ratio of 1:30. An anticipated enrolment of foreign students that will make up thirty percent (30%) of the entire student population and ability to recruit and retain foreign staff (including Alumni in diaspora) that will constitute at least 30% of the total staff population in the University. A gender ratio of 40% female students and staff is expected. Also, in anticipation is a 300% rise in internal revenue from research grants and patronage from government and industry, and improved visibility in publishing in high impact journals, international networks, collaboration and alliances. The overall aim is for FUT Minna to be among the top 3 universities in Nigeria and the 1000 universities globally by 2050. The globalization of FUT Minna is thereby targeted at contributing to SDGs 4 (Quality Education), 5 (Gender Equality), 9 (Industrial Innovation and Infrastructure), 10 (Reduced Inequalities), 16 (Strong Institution), 12 (Responsible Consumption) and 17 (Partnership for Goals).

7.0 REGIONAL OBJECTIVES

The Federal University of Technology Minna's vision supports training, teaching and research, and advocacy related to quality education that leads to economic prosperity for its communities and Nigeria at-large. This is aligned with the National Strategy Growth Plan Policy and this current university regional strategy is formulated to providing support to developmental infrastructure for digitalization of university educational system, creation of smart campuses, quality education, gender equality, social inclusion, regionalization, amongst others, in tertiary Institutions.

- i. Regionalizing development-based research, teaching and learning to tackle common local, regional and indeed global challenges. This will entail promotion of multi and interdisciplinary development-oriented research in collaboration with academic and sectoral partners at national and regional levels. The model of the short courses of ACE Impact project where professional short courses are mounted for stakeholders of a sector with a view to building regional capacity for solving national or global problems, will be adopted. This regional strategy recommends the reintroduction of the university senate research funds for postgraduate students and staff.
- ii. Improving teaching, research and learning in FUT Minna, in terms of quality, accessibility and cost-efficiency of delivery of instruction to learners. This activity will involve regional scholarship for indigent and brilliant students, recruiting and collaborating with international faculties particularly alumni (teaching in foreign

- institutions) for teaching and supervision of postgraduate students and joint organization of workshops and conferences with staff and students in attendance.
- iii. Development of minimum regional academic standards, credit transfer system and recognition of period of study for admission of international students.
 - iv. International institutional and programmes accreditation as quality assurance for the recruitment and retention of regional students.
 - v. Increasing library resources of both physical and e-holdings, including subscription to critical databases that will meet the need of research and learning at regional dimension.
 - vi. Provision of conducive learning environment that will include an International Students' Office, hostels and other facilities for teaching English language to non-English speaking regional students.
 - vii. Deliberate recruitment and retention of eminent national and regional staff (including Alumni in diaspora) in order to assemble a crop of well-trained staff for academic excellence.
 - viii. Becoming a regional-centred and people-sensitive institution by identifying technological problems and the needs of the region, and finding solutions to them, as a public service, and to foster the practical application of these findings. This entails public engagements with local and regional academic and industry partners/institutions on challenges in the region that require research interventions and review of curricula and teaching techniques with a view to strengthening industry relevant research. This will be requiring training communication officer and registry staff on outreach and research management and communication.
 - ix. Increasing intake of national/regional undergraduate and postgraduate students, including the blind and physically challenged applicants and researchers and ensuring gender balance. The Centre for Open Distance eLearning (CODeL) will be leveraged on to enhance social inclusion, reach and accessibility to quality education. A regional scholarship scheme for indigent and outstanding students will be established.
 - x. Developing and aligning new undergraduate, Master's and PhD programmes to target regional students and industry needs.
 - xi. Enhancing undergraduate learning: Curricular strengthening for equipping students with necessary skills for workplace and skills needed in the emerging digital era and Industry 4.0 paradigm which will attract international students and develop manpower for the regional industry.

- xii. Development and strengthening postgraduate teaching and research: this entails developing new programmes, scholarships, partnerships and conducting research for development. The regional strategy will improve on the existing recruitment, retention and collaboration with regional faculties for staff/student exchange programmes, postgraduate teaching, supervision, research, workshops and conferences.
- xiii. Incentivizing publications in high impact journals for improvement in University ranking.
- xiv. Resource mobilization for funding regional research: Developing sound financial institution by improved internally generated revenue from endowment and donations, jointly won high profile research grants, commercialization of joint patents, consultancy and patronage by regional industries and government agencies.
- xv. Developing an effective, efficient and innovative administrative support system for academic governance of the University and implementation of the regional strategy. This activity requires that staff of the units/divisions that will be involved in the execution of the regional strategy will undergo capacity building training on the strategy.
- xvi. Promotion of excellence in science and technology through award of scholarships to brilliant students and exhibition of exceptional talents and research inventions at regional technology and trade fairs.
- xvii. Strengthening the entrepreneurial capacity of regional business men and women and industrialists through capacity building programmes of the University Entrepreneurship Centre.

8.0 ACTION PLAN, TIMELINES AND FUNDING

The following action plan will be implemented in the University together with regional partners in order to achieve the above set regional objectives which have to be aligned with the twelve goals and objectives of the University as enshrined in the institution's strategic pl

Regional Goals	Regional Goals Aligned to Regional Objectives	Activities	Baseline	Target 2023-2028	Deliverables	Timeline	Vision in the Region (5 years)	Budget (\$ for 5 years)	Funding	Partner Institutions to Achieve Set Goals
Delivery of Applied Research for Regional Impact	Incentivize Research and publications (for nonmonetary incentives) (Objective XIII)	Increase subscription of e-books, e-library resources for staff and students	Increase the databases from the current 3 to 10 databases annually domiciled on the virtual library portal	Increase faculty and student access to high quality research resources and publications	Increased quality of research output including Q1 journals and patents	December 2023- March 2024	Subscription to at least 8 databases	10000	FUT Minna	
		Sponsorship of publication fees in Q1 journals and regional seminar/works	46 participants and publications (one per	45% increase in Q1 journals and national and regional attendance of workshops	Increased attendance of workshops, seminars and conferences		Sponsorship of two hundred and thirty (230) staff across the globe in different disciplines.	10000		

<p> Universite Nazi Boni, Bobo-Djoullasso, Burkina Faso Bayero University Kano BIOMIN Holding GmbH, Austria Ministere De L 'agriculture Et Du Developpement Rural, Republique De Cote D 'ivoire, Sierra Leone Standards Bureau Ministry of Scientific Research and Innovation, Yaounde, Cameroon The Institute of Sciences of Food Production of Research National Council, CNR-ISPA, Italy Various professional bodies Standards Organization of Nigeria National Agency for Food and Drug Administration Control National Research Centre, Cairo, Egypt The International Emergency Management Society, Brussels, Belgium (Iems) Girne American University, Cyprus Africa Network for Solar Energy (Ansole) Indian Institute of Technology Bombay International Institute of Tropical Agriculture (Iita) M.S. Ramaiah Institute of Technology, Bangalore, India University Of Lincoln, United Kingdom The United Nations Human Settlements Programme African Housing Professionals Association of Nigeria Council for Scientific and Industrial Research (CSIR) West African Science Service Centre on Climate Change and Adapted Land Use Food and Agriculture Organisation World Health Organisation CODEX Alimentarius Commission </p>										
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		Sponsor staff for conferences and seminar	30 staff sponsored for conferences and seminars for seminar per session	20% increase in sponsorship to conferences and seminars	Increased sponsorship for attendance of conferences and seminar	October 2023-December 2028	Sponsor 150 participants to conferences and seminar	30,000	FUT Minna, existing networks and industry partners	
		Provide budget line for collaborative work among faculties	Ten (10) multi and interdisciplinary work among faculties in the university	30% increase in regional collaborative research and publications	Increased regional collaborative research and publications	October 2023-December 2028	Fifty (50) collaborative research works	15,000	Collaborative international grants with national and regional partners	
	Cover cost associated with regional research collaboration and Implementation of regional joint research projects (Objectives I, VIII, XII and XIV), XVI)	Bid for international research grants and execute joint research projects with national and regional partners	As many as possible but at least 20 at a time i.e., 2 per school	50% increase in new technologies and patents	Upsurge in research, innovation and development activities; patents, publications and new technologies	October 2023-December 2028	Develop and patent twenty (20) new technologies	5000	FUT Minna and all academic and industry partners	University for Development Studies, Ghana University of Nairobi University of Tillaberi University of Ouagadougou, Burkina Faso University of ABOBO-ADJAME/Côte d'Ivoire University of Kinshasa, DRC North West University, Mafikeng, Anand Agricultural University, India University of Ghana University of Johannesburg Gamal Abdel Nasser University, Conakry, Guinea University of Port Harcourt
		Sponsor research projects and publications in high impact journals of staff and students	On a competitive basis select and sponsor 12 research projects per session	40% increase in quality research and publication is anticipated	Dissemination and exploitation of research outputs and technology transfer amongst	October 2023-December 2028	Sponsorship of 60 research projects and 120 publications from the sponsored researches	100,000	FUT Minna Senate Research grants, student fellowships and	

9.0 PRIORITY COUNTRIES

The regional strategy targets all the countries on the globe. However, priority will be given to the following Central and West African countries Ghana, Niger, Chad, Cameroon, Benin, Central African Republic and Guinea.

10.0 PRIORITY TOPICS

In the course of implementation of this regional strategy the following topics shall be prioritized: food safety and security, Health, Agriculture, Environment and climate change, Communication and Information Technology, Science, Technology and Engineering.

11.0 PRIORITY ACADEMIC AND NON-ACADEMIC PARTNERSHIPS

In the course of the implementation of this regional strategy plan, the university will build partnerships with national and regional accrediting bodies for patenting research outputs. Such accrediting bodies shall include but not exclusive to National Office for Technology Acquisition and Promotion (NOTAP), The African Regional Property Organisation and African Intellectual property organisation. In furtherance of her quest to regionalize development-based research and becoming a regional-centred institution as enshrined in the regional strategy, the university shall partner with academic and non-academic institutions in the priority countries mentioned above on common research themes to solve regional development challenges. The university shall also participate and collaborate with Nigeria – Elsevier Partnership (NEP) framework and other funding agencies to support FUT Minna and other regional partners to enhance publications in high impact journals and other research communication media. FUT Minna will also work with the Federal Ministry of Education and African Foreign Missions in the country to organise Education Fairs in the region with a view to advertising our academic programmes and attracting regional staff and students to the University. The institution will also partner with government and private sectors to organise annual regional science and trade fairs to exhibit our intellectual properties and technologies in order to fortify University-industry collaboration and most importantly market our products and prowess for revenue generation in the region.

12.0 RESOURCES FOR IMPLEMENTATION OF THE REGIONAL STRATEGY

All the human and natural resources of the universities on the 10,065 hectares of arable land but not limited to staff, students, equipment, expertise, ICT infrastructures, financial resources shall be deployed in achieving the regional strategy which has a total cost of three hundred and thirty eight thousand, one hundred and forty USD (\$338,140). Other facilities that will also be hinged upon in the realization of the regional strategy include functional transport unit, standard health facilities, student hostels, proximity to the national capital and the major hydroelectric power generation plants, centres of excellence and entrepreneurial training. The University shall create a budgetary line for the implementation of the regional action plan. Emphasis will be given to provision of students support services including scholarships, communication unit and general administration.

13.0 CONCLUSION

This Federal University of Technology Minna University Wide Regional Strategy was formulated to enhance the visibility and impact of the University globally especially in Central and West Africa in line with the ACE Impact project vision. Since it was drawn to advance the aspiration of the university becoming an international learning hub as enshrined in the university strategic plans and the vision of the current Vice Chancellor, the document will enjoy the support of the FUT Minna Management and indeed the entire university community. This will ensure the speedy and diligent implementation of the strategic action plan and achievement of all the outlined set goals of the strategy.

14.0 SIGNATURE PAGE

Signed by: **PROF. FARUK ADAMU KUTA**
VICE-CHANCELLOR
Fed. University of Technology
MINNA

Professor Faruk Adamu Kuta,
Vice Chancellor

8th September, 2023