

BINGHAM UNIVERSITY, KARU

STRATEGIC PLAN

2019 - 2034

The University with a Difference

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FOREWORD

It is common knowledge that every university should have a Strategic Plan for visionary planning, speedy growth and optimal commitment of every stakeholder.

Since the commencement of Bingham University in 2015/2016 academic session, it has been operating with a Business Plan. However with the coming of Prof. William Barnabas Qurix, *OFR*as Vice Chancellor in January, 2018 the course of putting in place a sound Strategic Plan for the University began in earnest.

In his wisdom, the Vice Chancellor organized the Strategic Plan Retreat in July 2018 as the foundation for the emergence of this document covering 2019 – 2024 (medium term) and 2025-2034 (Long term).

This maiden Strategic Plan is particularly a milestone as it contains critical analysis of the performance of the previous and immediate past years of the University, giving an opportunity to develop a new orientation for the University.

I sincerely commend the Vice-Chancellor, the University Management, the Central Strategic Planning Committee and the entire Bingham University community for this landmark achievement.

Rev Stephen Panya Baba, ECWA President,
Chairman, Board of Trustees

EXECUTIVE SUMMARY

Bingham University was established in 2005 and academic activities took effect in May 2006 with three faculties, i.e., Science and Technology, Humanities, Social & Management Sciences and the College of Medicine. It was temporarily located at the ECWA Theological School (JET) and later moved to Karu Nasarawa State in 2008. Recently, three faculties comprising of Law, Pharmacy and Health Science have been established.

The projection in this Strategic Plan (2019 -2024 medium and 2025 -2034 long term) is to expand the programmes further in the existing faculties and to introduce new ones such as Environmental Sciences, Architecture and Education.

The major source of funding of the University is school fees (undergraduate & postgraduate); other sources are endowment, donations and grants. As at 2018 based on the population of 3000 students, N2.1 billion was realized as revenue generated from payment of fees. The targeted revenue base for the period of the strategic plan, both internally and externally is N109.081billion. The sources of funding will be expanded by exploring the windows of internally generated revenues in addition to endowment funds, grants, government intervention, alumni and Build, Operate and Transfer.

From inception the University was established with the vision to transform Nigeria into knowledge and skills-driven Christ centered society. With this vision running for the past fourteen years, the university has been able to turn out 11 sets of graduates in the areas of humanities, science and technology, and medical sciences who have been contributing immensely to the Nigerian society.

Within the past ten years i.e. 2009 to 2019, the physical projects put on ground to enhance the vision of the University include the Clinic, Girls and Boys Hostels, staff quarters, Bursary, Medical Laboratory Science, School of Basic Studies, Science & Technology, Students Affairs Unit, Library, Radio Station, Projects Unit, Chapel and the Faculties of Management and Environmental Sciences Blocks. In addition, the new Library, Faculty of Law and roads construction are ongoing.

The facilities and amenities on the ground are however inadequate to cater for the current students' population of 3000 and will be in acute shortage by 2025 when the population is expected to double.

Vice Chancellors of the University from inception are Prof. Aaron Gana 2005- 2007, Prof. Felix Anjonri 2007 – 2013, Prof. Leonard Fwa, 2013 -2017, and Prof. William B. Qurix, OFR, FNIA January 2018 till date.

In line with the Vision and Mission of the University, this strategic plan is management's aim at repositioning the University. **The revised values are as follows:**

- i. **Mandate:** Bingham University is a conventional university with strong background to teach Christian values
- ii. **Vision:** To be a world-class conventional university in a Christ-

centered environment.

- iii. **Mission:** To produce graduates that have both knowledge and skills for self-reliance in the fear of Christ

In order to realize this vision, a number of goals have been put forward. These include:

Goal 1: Strong and Relevant Undergraduate and Postgraduate Programmes

Goal 2: To provide all round education to all strata of men and women (in all affordable manner)

Goal 3: To provide a sound entrepreneurial education for innovation and Creativity to all students of Bingham University

Goal 4: To acquire competency in teaching and learning through the use of modern technology

Goal 5: To cultivate highly motivated God fearing staff and students (conducive working environment)

Goal 6: To embark on quality and impactful research

Goal 7: To acquire and utilize resources efficiently

Goal 8: To provide relevant and high quality community service

Goal 9: To establish collaboration with local and international stakeholders

The main objectives include to:

- i. establish key facilities and academic units for man-power development: In doing this, all round education will be provided for men and women.
- ii. provide a state of the art teaching and learning equipment for entrepreneurial education
- iii. acquire ICT facilities for academic and administrative services
- iv. emphasize on teaching and practice of Christ-like characters
- v. provide a research environment for the purpose of inculcating research culture in both the staff and students.
- vi. provide Healthcare delivery and employment opportunities to the society
- vii. manage collection of fees and other sources of funds using ICT
- viii. partner with National and International Organizations for research, technological advancement and student exchange programmes

Correspondingly, it is expected that ₦ 30.72 billion would be realized to fund the expansion of the University between 2019 –2024 (medium term) through fees, consultancy services, business ventures and grants. The sum of

42.65 billion is expected to be generated in addition between 2025 and 2034 (long term), making a total of N73.37 billion.

The document outlines the physical expansion required in order to cater for the desired carrying capacity and improve access to education, Academic programmes and required human and material resources. It has a threshold of 5 years – medium term and 10 years long term for review. It contains a monitoring structure that ensures proper implementation.

Prof William Barnabas Qurix OFR, FNIA

VICE CHANCELLOR

1.0 BACKGROUND OF THE UNIVERSITY

Bingham University established by the Evangelical Church Winning All (ECWA) in 2005 was conceived on the ruins of public universities in Nigeria. Its founding fathers which comprised of visionaries within the various Executive Councils, as well as academics of ECWA extraction looked back to the golden age of mission education with its focus, purposefulness, and high quality. It was the desire for meeting the soaring need for not only quality, secular education, but education that recognizes and integrates the moral and spiritual values on which the Christian faith is founded which fueled its establishment.

Recognizing the importance of the technological revolution of the 19th and 20th centuries, Bingham University is determined to build a technology-driven institution of the 21st century.

The University has had four (4) Vice Chancellors since inception. The Pioneer Vice Chancellor was Professor Aaron Gana of blessed memory from 2006 to 2007. He was succeeded by Professor Felix I. Anjorin also of blessed memory, from 2007 to 2013. The third Vice Chancellor was Professor Leonard Kursim Fwa from 2013 to 2017, after which the fourth and current Vice Chancellor, Professor William Barnabas Qurix, OFR, FNIA took over from 2018 onward.

1.1 Existing Values

The core values of the University are as follows:

i. Christ Centeredness

The University is committed towards inculcating the principles and person of Jesus Christ to every staff and student so that they can be worthy ambassadors of Jesus Christ.

ii. Academic Freedom

The university is committed to freedom of intellectual thought and enquiry, and to the open exchange of ideas and evidence that do not negate the basic tenets of Christianity. It will strive to protect and preserve this freedom for staff and students.

iii. Excellence

The University will strive for excellence in all of its activities, judged against the highest international standards.

iv. Intellectual Integrity

At Bingham University the scholarly values of curiosity, critical appraisal, experimentation and creativity in both theoretical and practical areas of activities are encouraged.

v. Ethical Standards

In social, moral, academic and business matters, the university fosters and demands openness, honesty, fairness, responsibility and tolerance.

vi. Adaptability and Innovation

The University provides the opportunity for exploring and appraising new possibilities and appropriate constant responsiveness to a changing environment.

vii. Evaluation

Regular self-evaluation and review of activities and processes are seriously conducted as means of quality assurance.

viii. People-Orientation

The university sees people as its greatest asset and is set to ensure that each individual member of its community attains his or her full potentials to the glory of God.

1.2 Motto

The motto of Bingham University is Mission for Service which is derived from Mark 10:45. The motto emphasizes the type of knowledge and skills, which the university impacts on its students. The ultimate goal is to produce graduates who would see themselves as a task force to serve the society.

1.3 Vision

The vision of Bingham University is to transform Nigeria into knowledge and skills-driven Christ centered society.

1.4 Mission

The mission of Bingham University is to produce men and women who will catalyze the revolution in self-reliance at all levels of a Godly society.

1.5 Goal

The initial goal of Bingham University was to produce total men and women, equipped to serve Jesus Christ and humanity in ways that are glorifying to God and dignifying to humanity.

1.6 Vision Statement

KJV Proverbs 29:18 “Where there is no vision, the people perish;”

The founding fathers of Bingham University envisaged a distinctly Christian academic community in which people are transformed and equipped with secular education and yet think Christianly. Graduates should be able to serve faithfully in ways consistent with the core values of being Christ-centered, people-oriented and purpose driven self-reliant and adaptable to a changing world.

1.7 Academic Principles at Bingham University

Students are encouraged and facilitated to develop the abilities and desire to:

Master the subject matter, concepts and techniques in their chosen discipline at internationally recognized levels and standards.

Think logically and creatively.

Undertake problem identification, analysis and solution.

Question accepted wisdom and be open to new ideas and possibilities.

Acquire a mature Christian outlook, judgment and responsibility in ethical, moral, social, business, practical and academic matters.

Acquire the skills required to continue learning throughout life.

Learn from a variety of sources and experience.

Adapt acquired knowledge to new situations, including developing the skills for self-employment and self-reliance.

Acquire the skills needed to embrace new and or rapidly changing technologies in a global environment.

Communicate clearly, concisely and logically.

Work independently and as a team.

Acquire cross-cultural and other competences for citizenship and leadership role in the local, national and international community.

1.8 Aims and objectives of the University:

To provide a God-centered education that puts service above material acquisition.

To encourage the advancement of learning and hold out to all persons without distinction of race, creed, sex or political conviction, the opportunity of acquiring quality university education.

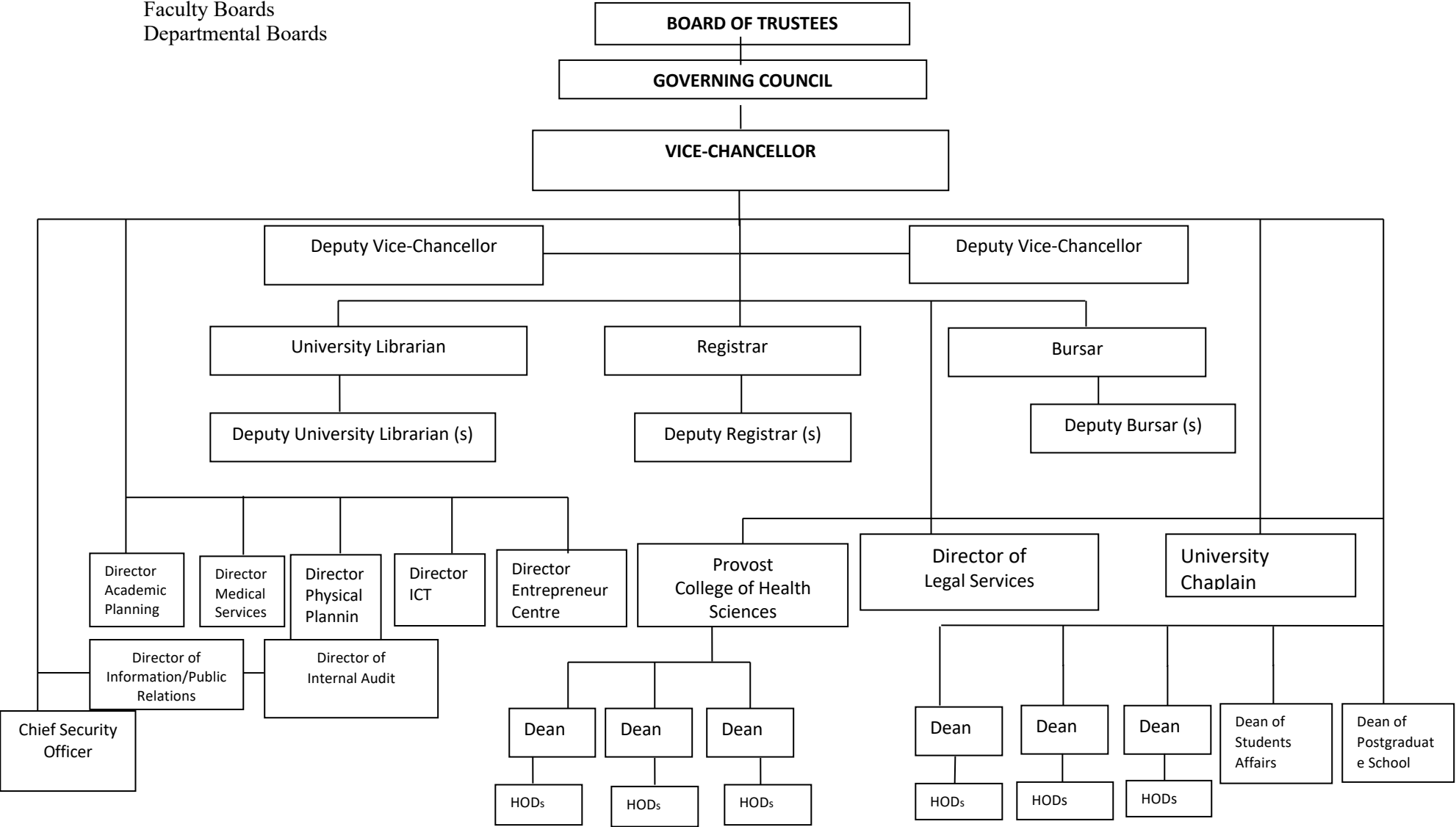
To anchor Nigeria's development and character formation on biblical principles, as well as its economic and technological growth is the philosophy and object of Bingham University.

To relate the activities of Bingham University to contemporary spiritual, socio-economic and political needs of Nigeria.

2.0 GOVERNANCE&ORGANISATIONAL CHART

The hierarchical structure of governance of the university is as shown in the organizational chart

- Board of Trustees
- University Council
- University Management
- Senate
- Faculty Boards
- Departmental Boards



2.1 STAFF COMPOSITION

The composition of staff as at 2018 was as shown in the tables below:

Composition of Junior and Senior Staff

i. JUNIOR STAFF

S/N	Department	Number
1	Registry:	
	Student Affairs	9
	Clerks	9
	Confidential Secretaries/Computer Operator	17
	Cleaners	74
2	Comprehensive medical Center	15
3	Works	
	Artisans	29
	Drivers	13
4	Security	74
5	Library	31
6	Mass communication	1
	Total Number Of Junior staff	272

ii. SENIOR STAFF

S/N		Number
1	Academic Staff	234
2	Senior Staff	202
	Total number of senior staff	436

GRAND TOTAL

708

2.2 Campuses

The University operates from two Campuses, Jos and the main Campus at Karu.

The teaching Hospital and the Clinical courses are located in Jos while Karu houses 10 faculties offering both undergraduate and postgraduate programmes.

2.3 Academic/Programmes

The University as at 2018 has twelve faculties; three of which are in the college of medicine. Various undergraduate and postgraduate academic programmes are being undertaken in these faculties as follows:

College of Medicine and Health Sciences

- a. Faculty of Basic Medicine
 - i. MBBS
 - ii. B.Sc. Anatomy
 - iii. B.Sc. Physiology
- b. Faculty of Basic Clinical Sciences (Jos)
- c. Faculty of Clinical Sciences

Faculty of Health Sciences

- i. B. Sc. Nursing
- ii. B.MLs Medical Laboratory Sciences
- iii. Doctor of Optometry

Faculty of Pharmaceutical Sciences

- B. Pharm.

Faculty of Social Sciences

- i. B. Sc. Mass Communication
- ii. B.Sc. Economics
- iii. B.Sc. Political Science
- iv. B.Sc. Sociology

Faculty of Arts

- i. B.A. English
- ii. B.A. Religious Studies
- iii. B.A. Philosophy

Faculty of Administration

- i. B.Sc. Accounting
- ii. B.Sc. Business Administration
- iii. B.Sc. Entrepreneurship

Faculty of Science and Technology

- i. B.Sc. Industrial Chemistry
- ii. B.Sc. Industrial Physics
- iii. B.Sc. Computer Science
- iv. B.Sc. Bio-Chemistry
- v. B.Sc. Microbiology
- vi. B.Sc. Mathematics and Statistics

Faculty of Law

- i. LLB. Law

Faculty of Environmental Sciences

- i. B. Architecture
- ii. B.Sc. Landscape Architecture
- iii. B.Sc. Environmental Management
- iv. B.Sc. Quantity Survey

Faculty of Education

- i. B.Ed Guidance and Counseling

3.0 SCHOOL OF POSTGRADUATE STUDIES

The University has a School of Postgraduate Studies which as at 2019 offered a total of Ten (10) courses in four (4) faculties as follows:

i. Faculty of Administration

PGD Management

PGD Accounting

M.Sc. Accounting

M.Sc. Human Resource Management

MBA, Business Administration

ii. Faculty of Science And Technology

M.Sc. Biochemistry

Master of Cyber Security & Digital Forensics

PGD Computer Science

iii. Faculty of Social Sciences

Master of Election Management

PGD Digital Media Communication

iv. Faculty of Health Sciences

Master of Public Health

4.0 PROGRAMMES SLATED FOR 2020- 2024and 2025-2034

i. New Programmes Introduced in 2019 – 2024

With the new vision, mission, goals and objectives the following new faculties have been introduced for 2019 – 2024 in this strategic plan

A Faculty of Environmental Sciences

- i. Quantity Survey
- ii. Urban and Regional Planning
- iii. Estate Management
- iv. Creative Arts and Fashion Design
 - BA Furniture Design
 - Textile and Fashion Design
 - BA Painting
- v. Environmental Management

B Faculty of Architecture

- i. B. Sc. Landscape Architecture
- ii. B. Sc. Interior Design
- iii. B. Sc. Architecture

C Faculty of Health Sciences

- i. B. Sc. Medical Laboratory Sciences
- ii. B. Sc. Optometry
- iii. PGD Tropical Medicine
- iv. B. Sc. Nursing

D Faculty of Clinical Sciences

- i) PGD Infection Control
- ii) Master of Public Health (MPH)

E Faculty of Administration

- i) B. Sc. Entrepreneurship
- ii) B. A. Public Administration

F Social Sciences

- i) PGD Digital Media Communication
- ii) Master in Election Management
- iii) B. Sc. Psychology
- iv) B. Sc. Public Relation
- v) B. Sc. Film and Studio Studies

G Faculty of Science and Technology

- i) B. Sc. Information Technology
- ii) Master in Cyber Security Studies and Digital Forensics
- iii) B. Sc. Industrial Mathematics
- iv) B. Sc. Renewable Energy

H Faculty of Arts

- i) B.A Religion
- ii) B. A. Philosophy
- iii) B. A. Theatre and Film Studies

I Faculty of Education

- i) B. Ed. Guidance and Counselling
- ii) B. Ed. Educational Administration and Planning
- iii) B. Library and Information Science

J Faculty of Pharmaceutical Sciences

- i) B. Pharm.

ii. Additional Programmes Slated for 2025 – 2034(Long term plan)

A. Faculty of Architecture

- i. B.Sc Rural Architecture
- ii. B.Sc Architectural Technology
- iii M. Architecture
- iv. M.Sc Urban Design
- v M.Sc Geriatric Design

B. Faculty of Engineering

- i) B.Eng Civil Engineering
- ii) B.Eng Electrical Engineering
- iii) B.Eng Mechanical Engineering
- iv) B. Eng Computer Engineering

C. Faculty of Health Science

- i.) M.Sc Hospital Administration
- ii) PhD Public Health

D. Faculty of Arts

- i). B.A. Music

E. Faculty of Administration

M PA Public Administration
M. Sc. Public Administration
M. Sc. Business Administration
PhD Public Administration
PhD Business Administration
PhD Human Resource Management
PhD Accounting

F. Faculty of Social Sciences

- i) Bachelor of Library and Information Science
- ii) M. Sc. / PhD Political Science
- iii) M. Sc. /PhD Sociology
- iv) M. Sc. / PhD Economics

G. Faculty of Science & Technology

- i) PhD Biochemistry
- ii) M.Sc. / PhD Computer Science

H. Faculty of Medical Sciences

- i) M. Sc. / PhD Physiology
- ii) M. Sc/ PhD Anatomy

5.0 OBSERVATIONS OF THE PAST PERFORMANCE (2005 – 2018)

The following are the observations on the past performance of the University:

5.1 Mandate:

Every university has a mandate which needs to be well stated. The mandate of the University is not stated.

5.2 Vision:

The current vision of the university which is to transform Nigeria into knowledge and skills-driven Christ centered society, is not well stated in a manner that it can be easily assessed.

5.3 Mission:

The mission of the university which is to produce men and women that will catalyze the revolution in self-reliance at all levels of a Godly society, is fairly well stated but should be improved upon.

5.4 Goals:

There was only one goal stated; which is to produce total men and women equipped to serve Jesus Christ and humanity in ways that are glorifying to God and dignifying to humanity. This is inadequate, given the complexity of the University.

5.5 Objectives:

There are no stated objectives.

5.6 Performance:

Creating Acceptance:

The university has made reasonable progress in the area of learning by the number of graduates it has turned out. There are however no performance indicators used to measure these. The areas of progress reported were made by attestation from external clients.

Staff Rating:

In using both 'self-assessment' and also 'external assessment' of staff for promotion, the university has done very well.

Quality Rating:

The University has internal standard procedures for monitoring quality assurance which run through from the Departments, Faculties, Directorate of Academic Planning (DAP) and the Senate, apart from the Nigerian University Commission (NUC) accreditation exercise, which is an external quality assessment. The University has performed well in this assessment. The monitoring organs of the university have, to a fair extent, been able to monitor misconduct of students.

Students' Discipline:

The University handles student discipline through Student Disciplinary Committee by considering all matters relating to any form of negative attitudes as spelt out in the students Hand Book. The reactionary time for actions to be taken for students' indiscipline normality within one month prolonged as the Senate meets regularly to confirm the decisions of the Committee. The University has done well in terms of implementation of disciplinary measures

Governance:

The over-sight function from the Governing Council and the Board of Trustees was not effective before 2018 but this has remarkably improved. The over-sighting roles of the Board of Trustee, Governing Council, the review of students' handbook, and the workshop on Strategic Planning are all corrective measures in the university. Meetings of Senate, Council and Management are now progressing.

Funding:

The major source of funding is the fees paid by the students. Others are donations or contributions from the Proprietor and friends of the University and internally generated sources. The public image of the University has tremendously improved and expected to have a positive impact on students' enrolment. Steps taken to improve funding include

- i. The Alumni has become more involved in supporting the growth and programmes of the University. Recently, they raised the sum of One Million Naira to support the University finances
- ii. The University has also recently accessed research grants of 1 Million Pounds Sterling from Liverpool School of Tropical Medicine and 27Million Naira from Tetfund in collaboration KASU, which has given a leap to our funding pattern.

6.0 SWOT ANALYSIS

1. In view of the observations of the past operations it is important to use the SWOT analysis to identify the Strengths, Weaknesses, Opportunities and Threats of the University:

A summary of the SWOT Analysis of the Present:

<u>Strengths</u> <ul style="list-style-type: none">a) Location of the universityb) A ready clientele for the university from ECWAc) Presence of men of influence in ECWAd) Specialized courses like medicine, nursing being offered in the universitye) Availability of land resource for future developmentf) Steady assurance of continuous academic calendar without strike actionsg) Full accreditationh) Low cost of school fees, compared to other private universitiesi) The universities scholarship scheme for ECWA membersj) High level of Staff commitment to duty	<u>Weakness</u> <ul style="list-style-type: none">a. Absence of strong university culture in the systemb. Absence of staff development programmec. Poor welfare packages/scheme for staff (e.g. housing)d. Inadequate infrastructure (e.g. in the College of Health Sciences)e. Poor staff mixf. Inadequate ICT application packageg. Absence of research coordinating unith. Lack of adequate funding
<u>Opportunities</u> <ul style="list-style-type: none">a. A new and young university with opportunities for flexibilityb. The university has large pool of students applying for admissionc. Flexible JAMB entry scored. NUC's revision of BMAS as it gives opportunity to develop new programmes	<u>Threats</u> <ul style="list-style-type: none">a) The university's debt profileb) The negative image due to past activitiesc) Land encroachmentd) Insecuritye) Inadequate library facility is a threat to academic excellence

7.0 REVISED, VISION, MISSION STATEMENTS AND CORE VALUES

Base on the outcome of the SWOT analysis, the revised Mandate, Vision and Mission statements are as follows:

1. The Mandate of the university is: **Bingham University is a conventional university with strong commitment to teaching Christian values**
2. The Vision of the university is: **To be a world-class conventional university in a Christ-centered environment.**
3. The Mission is: **To produce graduates that have both knowledge and skills for self-reliance, in the fear of Christ**

In order to realize this vision, a number of goals have been evolved. These include:

Goal 1: Strong and Relevant Undergraduate and Postgraduate Programmes

Goal 2: To provide all round education to all strata of men and women
(in an affordable manner)

Goal 3: To provide a sound entrepreneurial education for innovation and
creativity to all students of Bingham University

Goal 4: To acquire competence in teaching and learning through the use of
modern technology

Goal 5: To cultivate highly motivated God fearing staff and students
(conducive working environment)

Goal 6: To embark on quality and impactful research

Goal 7: To acquire and utilize resources efficiently

Goal 8: To provide relevant and high quality community service

Goal 9: To establish collaboration with local and international stakeholders

The main objectives include to:

- i. establish key facilities and academic units for man-power development: In doing this, all round education will be provided for men and women.
- ii. provide a state of art teaching and learning equipment for entrepreneurial education
- iii. acquire ICT facilities for academic and administrative services
- iv. facilitate the transformation into an Entrepreneurial University
- v. embark on frequent teaching and practice of Christ-like character
- vi. provide a research environment for the purpose of inculcating research culture in both the staff and students.
- vii. provide Healthcare delivery and employment opportunities to the society
- viii. manage collection of fees and other sources of funds with ICT
- ix. partner with National and International Organizations for research, technological advancement and student exchange programme

8.0 INCOME PROJECTION 2019 -2034 (15years)

Assumptions underlying Tables 8.1, 8.2 and 9.0

IGR with respect to fees is on the basis of average fee of N700,000 per student. Student population is projected to rise to 12,000 students from 2030 through 2034. Projected revenue from fees stagnated at 6 billion Naira because of anticipated crashing of fees in some programmes when the students' population rises to 8,000.

Staff emolument is projected at the 2019 average of N1.86 million per staff starting with the staff strength of 700. This figure is expected to grow to 806 in 2021, 1,075 in 2023, 1344 in 2024 and peaking at 1,882 in 2028 through 2034. Accreditation is projected every year since programmes become due at different times such that each year has programmes that are due either for accreditation or new ones for resource verification.

Faculty buildings are projected at 500 million Naira per building.

8.1 FUTURE EXPECTED INCOME 2019-2024 (5yrs)

S/N	ITEMS	PRESENT 2019	FUTURE EXPECTED INCOME 2019-2024 (5yrs)					TOTAL
			2020	2021	2022	2023	2024	
1.	IGR : Fees (3,000 Students)	2.1b	3.3b	3.3b	4.3b	5.5b	6b	22.4b
2.	Consultancy	Nil	0.1b	0.1b	0.1b	0.1b	0.1b	0.5b
3.	Ventures	20m	0.1b	0.1b	0.2b	0.2b	0.2b	0.8b
4.	Entrepreneurship	Nil	15m	15m	15m	15m	15m	0.075b
5.	Endowment / Donation	5m	5m	10m	20m	50m	0.1b	0.185b
6.	Grants	Nil	150m	150m	150m	150m	0.3b	0.9b
7.	Government Interventions (TETFUND, CBN, SMEDAN)		0.5b	0.5b	0.5b	0.5b	0.5b	2.5b
8.	Alumni	1m	10m	10m	10m	20m	20m	0.07b
9.	MOU (BOT)	0.1b	0.1b	0.1b	0.1b	0.2b.	0.3b.	0.8b
	Total	2.226b	4.28b	4.285b	5.395b	6.735	7.535b	30.431b

8.2 FUTURE EXPECTED INCOME 2025-2034 (10YRS)

S/N	ITEMS	FUTURE EXPECTED INCOME 2025-2034 (10yrs)										Total
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
1.	IGR : Fees (8,500 Students)	6b	6b	6b	6b	6b	6b	6b	6b	6b	6b	60b
2.	Consultancy	0.1b	0.1b	0.15b	0.15b	0.15b	0.2b	0.2b	0.2b	0.2b	0.2b	1.65b
3.	Ventures	0.2b	0.2b	0.2b	0.2b	0.2b	0.25b	0.25b	0.25b	0.25b	0.25b	2.25b
4.	Entrepreneurship	0.15b	0.15b	0.015b	0.015b	0.015b	0.02b	0.02b	0.02b	0.02b	0.02b	0.175b
5.	Endowment / Donation	0.1b	0.1b	0.15b	0.15b	0.15b	0.15b	0.2b	0.2b	0.2b	0.2b	1.6b
6.	Grants	0.3b	0.3b	0.3b	0.3b	0.3b	0.3b	0.35b	0.35b	0.35b	0.35b	3.2b
7.	Government Interventions (ETF, CBN,SMEDAN)	0.3b	0.3b	0.3b	0.3b	0.3b	0.3b	0.3b	0.3b	0.3b	0.3b	3b
8.	Alumni	0.02b	0.02b	0.02b	0.02b	0.02b	0.02b	0.02b	0.02b	0.02b	0.02b	0.2b
9.	MOU (BOT)	0.5b	0.5b	0.5b	0.5b	0.5b	0.5b	0.5b	0.5b	0.5b	0.5b	5b
	Total	7.535b	7.535b	7.635b	7.635b	7.635b	7.74b	7.84b	7.84b	7.84b	7.84b	77.075b

8.3 CAPITAL EXPENDITURE 2019 - 2034

Ten (28.60) billion naira is projected for the following projects

	2019 – 2024		2025 – 2034
	(N)		(N)
a. Six (6) new Faculty Buildings	3b	-	3b
b. Hostel Accommodation Building	1.2b	-	1.2b
c. Entrepreneurship Center	0.3b	-	0.1b
d. Faculties (Sports) Complex	0.2b	-	0.2b
e. Large Lecture Theater (2)	1.4b	-	1.4b
f. Multipurpose Hall	0.4b	-	0.4b
g. Library Complex	0.3b	-	0.3b
h. Senate Building	1.0b	-	-
i. Teaching Hospital	4.6b	-	-
j. Staff (Kwararafa Estate)	3.0b	-	-
k. Road Network	4.6b	-	2.0b
Total	20b		8.6b

(SEE BREAKDOWN OF THE PROPOSED ANNUAL DISBURSEMENT FOR THE CAPITAL EXPENDITURE IN 8.4)

8.4 ANNUAL BREAKDOWN OF CAPITAL EXPENDITURE 2019-2024

	ITEMS	₦ (Billion)					
	YEAR	2020	2021	2022	2023	2024	SUBTOTAL
1.	Six new faculty building	0.60	0.60	0.60	0.60	0.60	3.00
2.	Hostel accommodation building	0.24	0.24	0.24	0.24	0.24	1.20
3.	Entrepreneurship centre	0.06	0.06	0.06	0.06	0.06	0.30
4.	Faculties sports complex	0.04	0.04	0.04	0.04	0.04	0.20
5.	Large lecture theatre	0.28	0.28	0.28	0.28	0.28	1.40
6.	Multipurpose hall	0.08	0.08	0.08	0.08	0.08	0.40
7.	Library complex	0.06	0.06	0.06	0.06	0.06	0.30
8.	Senate building	0.20	0.20	0.20	0.20	0.20	1.00
9.	Teaching hospital	0.92	0.92	0.92	0.92	0.92	4.60
10.	Staff (Kwarafa Estate)	0.60	0.60	0.60	0.60	0.60	3.00
11.	Road network	0.72	0.72	0.72	0.72	0.72	3.60
12.	Ultra Modern Shopping Complex	0.20	0.20	0.20	0.20	0.20	1.00
	Total	4.00	4.00	4.00	4.00	4.00	20.0

	ITEMS	ANNUAL BREAKDOWN OF CAPITAL EXPENDITURE 2025-2034 (₦ Billion)											
	YEAR	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	SUBTOT AL	GRANDTOT AL
1.	Six new faculty building	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	3.00	6.00
2.	Hostel accommodation building	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	1.20	2.40
3.	Entrepreneurship centre	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.10	0.40
4.	Faculties sports complex	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.20	0.40
5.	Large lecture theatre	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	1.40	2.80
6.	Multipurpose hall	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.40	0.80
7.	Library complex	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.30	0.60
8.	Senate building	-	-	-	-	-	-	-	-	-	-	-	1.00
9.	Teaching hospital	-	-	-	-	-	-	-	-	-	-	-	4.60
10.	Staff (Kwarafa Estate)	-	-	-	-	-	-	-	-	-	-	-	3.00
11.	Road network	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	2.0	5.60
12.	Ultra-Modern Shopping Complex	-	-	-	-	-	-	-	-	-	-	-	1.00
	Total	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	8.60	28.60

9.0 RECURRENT EXPENDITURE (2019 – 2024 & 2025 -2034)

S/N	ITEMS	PRESEN T 2019	FUTURE EXPECTED EXPENDITURE 2019-2024					TOTAL
1	Staff Emolument	1.3b	2020 1.3b	2021 1.5b	2022 1.5b	2023 2b	2024 2.5b	10.1b
2	Running Cost	360m	360m	360m	480m	480m	600m	2.64b
3	Accreditation	100m	200m	Nil	Nil	Nil	200m	0.5b
4	Loan Repayment	1b	1b	1b	1b	1b	Nil	5b
	TOTAL	2.661b	2.86b	2.86b	2.98b	3.48b	3.3b	18.141b
	Total projected capital plus recurrent expenditure	$= 20.00b + 18.141 = 38.141b$						

S/N	ITEMS	FUTURE EXPECTED EXPENDITURE 2025-2034										TOTAL
1	Staff Emolument	2025 3b	2026 3b	2027 3b	2028 3.5b	2029 3.5b	2030 3.5b	2031 3.5b	2032 3.5b	2033 3.5b	2034 3.5b	33.5b
2	Running Cost	0.6b	0.6b	0.8b	0.8b	0.8b	1b	1b	1b	1.2b	1.2b	9b
3	Accreditation	0.2b	0.2b	0.2b	0.2b	0.2b	0.2b	0.2b	0.2b	0.2b	0.2b	2b
4	Loan Repayment	-	-	-	-	-	-	-	-	-	-	
	TOTAL	3.8b	3.8b	4b	4.5b	4.5b	4.7b	4.7b	4.7b	4.9b	4.9b	44.5b
	Total projected capital plus recurrent expenditure	$= 44.5 + 8.6 = 53.1b$										

9.2. SOURCES AND USES OF FUNDS GAP

S/N	Years (period)	Income Generated	Less Capital Expenditure	Less Recurrent Expenditure	Total Expenditure	Fund Gap/ Surplus
1	2019 – 2024 Medium Term	30.431 billion	(20.0 billion)	(18.141billion)	(38.141billion)	(7.71 billion)
2	2025 – 2034 Long Term	77.075 billion	(8.6 billion)	(41.5 billion)	(53.1 billion)	23.975 billion
3	TOTAL	109.081billion	(28.6 billion)	(59.641 billion)	(88.241billion)	16.265 billion

9.3 Cash Flow Analysis (2019 – 2024 & 2025 -2034)

CASH FLOW 2020 TO 2024											
	2020	2021	2022	2023	2024						
B/F		-2.381	-4.956	-6.421	-7.16						
INCOME	4.28	4.285	5.395	6.735	7.535						
LES. EXP.	-2.661	-2.86	-2.86	-3.48	-3.35						
RECURRRENT CAPITAL	-4.00	-4.00	-4.00	-4.00	-4.00						
	-6.661	-6.86	-6.86	-7.48	-7.36						
NET SURPLUS/DEFICIT	-2.381	-4.956	-6.421	-7.166	-6.985						

CASH FLOW 2025 TO 2034

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
B/F	-6.985	-4.11	-1.235	1.54	3.815	6.09	8.27	10.55	12.83	14.91
INCOME	7.535	7.535	7.635	7.635	7.635	7.74	7.84	7.84	7.84	7.84
TOTAL INCOME	0.55	3.425	6.4	9.175	11.45	13.83	16.11	18.39	20.67	22.75
LESS. EXP. RECURRRENT	-3.8	-3.8	-4	-4.5	-4.5	-4.7	-4.7	-4.7	-4.9	-4.9
CAPITAL	-0.86	-0.86	-0.86	-0.86	-0.86	-0.86	-0.86	-0.86	-0.86	-0.86
TOTAL EXPENSES	-4.66	-4.66	-4.86	-5.36	-5.36	-5.56	-5.56	-5.56	-5.76	-5.76
NET SURPLUS/DEFICIT	-4.11	-1.235	1.54	3.815	6.09	8.27	10.55	12.83	14.91	16.99

10.0 CENTRAL STRATEGIC PLAN DETAILS IN A TABLE

MANDATE	VISION	MISSION	GOAL	OBJECTIVE	THEMES	PRESENT STATE	ACTION		FUNDING REQUIRED
							5 YEARS	10 YEARS	
Bingham University is a conventional university with strong background to teach Christian values	To be a world class Conventional University in a Christ-centered environment	To produce graduates that have both knowledge and skills for self-reliance in the fear of Christ	To offer strong and relevant <u>Undergraduate</u> and <u>Postgraduate</u> Programmes	To establish key facilities and academic units for man-power development: In doing this, all round education will be provided for men and women.	a. Establish Infrastructure for key faculties and academic units. - Roads - Hostels - Lecture halls - Offices - labs	Infrastructure is inadequate and there is need for improvement as the university has a vast land to be mapped out for development and the cost implication. The building for the Department of Nursing, Law Faculty and Humanities are not completed.	i. Access Road Upgrade. ii. Completing Arts Faculty iii. Law Faculty Building Six new faculties iv. Build four (4) Block Hostels.	Upgrade Furnishing Renovation Upgrade Building of 2 blocks hostel Plan for off Campus	6.6billion 6.0billion 2.4billion
			To provide an all round education to all strata of men and women in affordable manner.	To provide a state of art teaching and learning equipment for entrepreneurial education	Staffing: To provide a state of art teaching and learning environment and adequate welfare for all staff. Regular payment of salaries and allowances. Equipment: To provide modern	Lecturers offices are inadequate. There is to cost and map out places and build more infrastructures. Staffing: The staff-mix is not adequate, in 3 to 5 years it will be adequate. Need for Staff training Actions: Staff should be encouraged to undergo training and also more qualified staff should also be employed. More staff training in line with University Training Regulations	Identify Staffing gap for all Units. Send more staff on training More qualified staff to be employed Prompt payment of salaries and allowances Payment of all outstanding Salaries/ Allowances Promote staff as at when due on excellence and merit. Build and equip the Entrepreneurship Centre. Replacing systems &	Accreditation of programmes Attain standard staff mix in all academic units. Regular training schedule for staff Pay competitive Salary structures Staff quarters	2.5billion 43.6 billion 3.0 billion

			To provide a sound entrepreneurial education for innovation and creativity to all students of Bingham.	To facilitate the process of transforming into an Entrepreneurial University	teaching equipments. Establish new faculties that will broaden our academic scope to the next levels. Entrepreneurial Research environment.	Upgrade the Entrepreneurship Centre No Senate Building No Large Lecture Theater	Establishing Relationships Build Senate Building Large Lecture Theater 2nos Build lecture theater (2)	Build & equip Entrepreneurship center Upgrade Equip Senate building Lecture theater	0.4 billion Running costs 1.0 billion 2.8 billion
			To acquire competences in teaching and learning through the use of modern technology.	To acquire ICT facilities for academic and administrative services	faculties and academic units. Infrastructure, staffing and equipments for the Counseling Unit of the University.	ICT Centre is not adequate	Upgrade ICT Centre Build a standard office for counseling unit.	Faculties to be ICT compliant	Part of Running Costs
			To cultivate highly motivated God-fearing staff and graduates in the society.	To embark on frequent teaching and practice of Christ-like character	Infrastructure, staff and facilities needed at the University Chapel Equipment: To provide research environment	The University has a Counseling Unit but not well staffed The building for counseling Unit is not adequate The University Chapel has capacity for 2500 students Equipment: Presently there is no research unit in the university. Research committee has been	Provide additional staff for the counseling unit' Equip the counseling unit with state of the art equipments. Upgrade the counseling procedures for students and staff chapel participation. Provide adequate funding for researches	Improvement on students and staff counseling at the chaplaincy and the counseling division	Part of the running costs

			To embark on Quality and Impactful Research	To provide a research environment for inculcating the research culture in both the staff and students.		<p>inaugurated</p> <p>No standard for research proposals and costing</p> <p>Management has not approved any research proposal.</p> <p>Library building and facilities are inadequate.</p>	<p>Establish a research and innovation centre.</p> <p>Committee to establish standards for research proposals and cost implication.</p> <p>Renovate Library Building</p>	<p>Additional funding for research</p> <p>Completion of New Library Block</p> <p>Fund for publication of Researches</p> <p>Currency of Library volumes</p> <p>Library interment infrastructure</p>	0.6 billion
			To acquire and utilize resources efficiently	To manage collection of fees and other sources of funds with ICT	<p>Expand money collection platform to include SBS/PGS/Transcript fees</p> <p>Explore making high returns from Bingham Ventures</p> <p>Explore generating income from Consultancy and Entrepreneurship</p> <p>Establish Microfinance Bank</p> <p>Establish Printing Press</p> <p>Equip the present Health Clinic at Karu</p>	<p>Bursary Building inadequate</p> <p>Only one Bank operate full services in the campus</p> <p>Staffing in the Bursary Department is inadequate</p> <p>The funding gap of the university is high compared to the requirements. The University has a high Debt Profile. No profit has been declared from the investment units</p> <p>The Clinic in Karu is far inadequate Clinical students are</p>	<p>Complete the new library Block</p> <p>Invest more in Business Ventures, Consultancy and Entrepreneurship.</p> <p>Establish Microfinance Bank</p> <p>Recruit more staff in Bursary Dept.</p> <p>Loan Repayment</p> <p>Running Costs</p> <p>Equip Karu Clinic</p>	<p>Erect an adequate complex for Bursary Dept.</p> <p>Printing press</p> <p>Microfinance Bank</p> <p>Equipment</p> <p>Loan Repayment</p> <p>Running Costs</p> <p>-</p>	<p>11.54billion</p> <p>5.0billion</p>

			To provide Relevant and High Quality Community Services	To provide Healthcare delivery and employment opportunities to the society	Build Academic and Hostel Facilities in Jos Build Teaching Hospital at Karu	transferred to Jos from 400 level There is no teaching Hospital in Karu. Zankli Research Centre is operating well	Build Teaching Hospital, Karu	Teaching Hosp. Sports Complex Multipurpose Hall	4.6billion 0.4billion 0.8billion
			To establish Collaboration with local and International Stakeholders	To partner with National and International Organizations for research, technological advancement and student exchange programmes	Infrastructure, staffing, welfare and equipments are needed for collaborations with National and International Organizations Collaboration with National and International Organization	i. The university is not in collaboration with any institution There is need for the university to collaborate with one National organization and one International .	Select one International and one Local institution for collaboration Establish MOU Exchange of Programs Staff Exchange Transfer of Students (medical)	Solidify all collaborations and MOUs. Accept students from International institutions. Transfer of our students to study Medicine in Ukraine and other Institutions	Running costs Running costs

GRAND TOTAL = ₦88.24 BILLION

11.0 STRATEGIES, RESOURCES AND TIME FRAME REQUIRED FOR EACH OBJECTIVE:

Objective	Strategy	Resources		TOTAL NBillion
		5years	10years	
Strong and Relevant Undergraduate and Postgraduate Programmes	Strict adherence to admission guidelines and processes			.000620
	Periodic (semester) assessment of course content and lecture delivery by students			.000620
	Annual update of course content and delivery			.000620
	Annual review of all academic Programmes to ensure quality and relevance			.000620
	Commitment to quality assurance of all programmes.			.000620
	Support for innovative teaching and learning			.000620
	Commitment to merit in staff recruitment, development and retention			.000620
	Improve on the level of advisory/ guidance and counseling support services offered to students			.000620
Objective	Strategy	Resources		Total NBillion
		5years	10years	

Total	Encourage the connectedness of research with teaching and learning for continuous quality enhancement			.000620
	Encourage and enhance timely completion of postgraduate programmes			.000620
				0.062 billion

To provide an all-round education to all strata of men and women [in an affordable manner]	To create six additional programmes in the universities for all strata of people. The programmes to be created are Entrepreneurship, Continuous Education, Agriculture, Architecture and Renewable Energy			1.86
	To create and reorganize existing Faculties. The new ones are Architecture, Education and Agriculture. The Faculty of HSMS to be reorganized into, which are Arts, Administration and Social Sciences			4.65
Total				6.51Billion

Objective	Strategy	Resources		Total
		5years	10years	₦ Billion
To provide a sound entrepreneurial education for innovation and creativity to all students of Bingham University	To create conducive environment for entrepreneurship activities by building and equipping a Centre that will accommodate different skills			0.620
	To teach Entrepreneurship Education to all levels of the University			0.0155
	To organize practical Skills acquisition programmes for 200 level students yearly			0.0155
	To organize and also participate in National and international conferences and workshop			0.0155
	To establish a full fledge Department of Entrepreneurship Studies offering undergraduate and graduate programmes			0.0233
Total				0.69 billion

Objective	Strategy	Resources		Total
		5years	10 years	₦ Billion
To acquire competence in teaching and learning through the use of modern technology.	To provide state of the art teaching and learning equipment (Large Lecture Theatre)			2.17
	Building the Senate Building			1.55
	Innovative application of ICT in all academic activities including teaching and all other interactions with the students			0/0155
	Computerization of Examinations and Results records			0.0155
Total				3.751 billion

Objective	Strategy	Resources		Total
		5years	10 years	₦Billion

To cultivate highly motivated God-fearing staff and students in the society thereby creating Conducive Working Environment, Gender and Equity by providing a functional, intellectually stimulating and sensitive environment for staff and students.	Establishing and distributing Staff hand book that will guide their behaviour in terms of rights, duties and obligations.			0.155
	To review the students hand book and distributed accordingly.			0.155
	Improvement on Staff and Student counseling at the Chapel and the Counseling Unit			0.310
Total				0.620 Billion

Objective	Strategy	Resources		Total ₦Billion
		5years	10years	
To embark on Quality and Impactful Research	Re- organize the central, faculty and departmental research committees for effective performance			0.93
	Making funds available to encourage and motivate research activities by individuals and groups			0.620
	Update library facilities in currency and capacity			0.868
	Total			2.418 billion

Objective	Strategy	Resources		Total ₦Billion
		5years	10 years	
To acquire and utilize resources efficiently	Establishing policy on payment of fees and strict adherence and outstanding loans repayment			0.62
				18.6
	Soliciting for funding partners through Build, Operate & Transfer and Debt rescheduling (Press/Microfinance Bank			8.30
	Re-organization of Bursary and Registry Departments			0.62
	Strict compliance to approval limits in procurement			0.93
	Prioritizing existing new projects (New Hostels)			4.65
	Prompt payment of salaries			24.80
	Total			58.51 billion

Objective	Strategy	Resources		Total ₦Billion
		5years	10 years	
To provide Relevant and High Quality	Health care Delivery/Teaching Hospital			7.44
	Sports Complex/Employment opportunities			0,31
	Conducive business environment for transporters and			7.12

Community Services	shop owners / Access Road			
	Consultancy/ Multi-Purpose Hall			0.62
	Total			15.789 billion

Objective	Strategy	Resources		Total ₦ Million
		5years	10 years	
To establish Collaboration with local and International Stakeholders	Covenant University (Local)			620.00
	American			1240.00
	European			1240.00
				0.31 billion

Grand Total = 88.240 BILLION

12.0 RESOURCE PLAN FOR ACHIEVING STRATEGIC GOALS

Resources are necessary for achieving the goals of this plan and for excellence, but are often insufficient. The resources needed to achieve these goals include human resources, funds, facilities and technology. These will be drawn from a variety of sources:

- A. School fees. The plan is to increase the student intake to 7000 in 2024 and stabilize at a population of twelve thousand in 2034. Thereby, increasing the funds generated through school fees.
- B. Students and their families continue to pay for some services and contribute to the Alumni Development Funds. Alumni association has been re-organized and poised to be supportive of the projects in the University. They have recently raised the sum of 1million for the University.
- C. University expects to internally generate monies from Programmes and activities to supplement (A), (B) and (C) for the provision of services through Business Ventures, by expending and turning around their operations into a high profit making outfit.
- D. Donors to the University and alumni continue to invest in research, projects and Programmes of the University through the Advancement Office, Office of Research and Development (ORD) and other initiatives. The staff member will be enhance to access more research grants from relevant Local and Intentional Institutions. As at now, two research grants are at the disposal of the University.
- F. Staff to be committed through excellent work to attract grants and other forms of support.
- H. The University Administration is to make the best use of resources with which they have been entrusted, cutting cost and being creative in developing new revenue sources.

13.0 MONITORING/EVALUATION OF THE STRATEGIC PLAN IMPLEMENTATION

- 1. Create and empower a Strategic Planning Office as a unit in the Directorate of Academic Planning and Management to serve as secretariat for the preparation, documentation and monitoring of implementation of the Strategic Plan
- 2. The Strategic Plan should be used as a reference document for operations at all levels for the management of the University.
- 3. Each faculty/Unit should develop an operational and implementation plan for the Strategic Plan annually.
- 4. The Strategic Planning Office will monitor the implementation of the operational plans from faculties/units annually.
- 5. Budget approvals for faculties/unit should be tied to their operational and implementation plans.

6. To assist faculties and units in the writing of their operational and implementation plans, workshops are necessary.
7. Communication Plan: Copies of the Strategic Plan should be published (text and on-line) and made available to all staff
for awareness and implementation.
8. A Strategic Planning office for the effective administration of a University-wide annual performance audit.
9. The University administration should strengthen its mechanism for delegation, monitoring and effective supervision to
ensure that the strategic plan is implemented successfully.
10. The University will continue to maintain and evaluate a set of indicators of Centres of Excellence.

14.0 PERFORMANCE EVALUATION

The University will measure the success of this Strategic Plan through the following supportive evidence:

- a. Enhanced academic offering and standard
- b. Impact on society and financial sustainability of the university activities
- c. Growing national and international recognition of the university's research output
- d. University staff and students are empowered by the capabilities of ICT and all processes and services are ICT-driven
- e. Effective management of resources
- f. Increase in productivity and service delivery
- g. Demonstrable, positive, economic and social impact to our society
- h. Growing reputation for collaboration and internationalization

15.0 STRATEGIC PLAN TABLE - YEAR 1 TO YEAR 5 (2019 -2034): FACULTIES/ DEPTS

S/NO	DEPARTMENT/ UNIT	YEAR 1-3 (SHORT TERM) 2019 -2021	YEAR 3- 5 (MEDIUM 2022- 2024	YEAR 10-15 (LONG) 2025-2034
1	Bursary	i. Renovate Bursary Block ii. Money Collection Platform to include SBS/PGS/ Transcript Fees	i. Investment in Bingham Ventures ii. Additional Staff Recruitment iii. Recruitment of additional Staff/ Allowances/ Promotion	i.Establish Microfinace Bank ii. Build Bursary Complex iii.Establish Printing Press iv.Recruitment of Additional staff/Promotions/ Allowances
2	Works & Physical Planning	i. Monitoring of main access road construction to the Gate ii.Contract for internal roads Phase I iii.Construct C/room & offices iv. Additional 500 KVA Gen.	i.Phase 2 Internal roads construction ii. Construct of Classroom & Offices iii. Construct of Water System iv. High & Low Tension Poles v.Purchase of Vehicles	i.Internal roads Construction Phase3 ii.Construct Entrepreneurial Centre iii.Construct Water system/boreholes High/Low Tension Poles v. Purchase of Vehicles
3	Director of Academic Planning	i. Accreditation of MBBS ii.Resource Verification- Undergraduate & Postgraduate Programs iii.Conferences iv.Research & Training	i. Accreditation of Postgraduate programs ii. Introduction of undergraduate programs including accounting. iii. Additional personnel iv. Equipment & furniture v. Research & Training	i. Accreditation of undergraduate programmes ii. Research & Training iii. Conferences, seminars & workshops
4	University Health Centre	i. Nursing care ii. Electronic reward system iii. Accurate diagnosis iv. Standard Pharmaceutical care v. Infrastructure vi. Electric Health Delivery system	Same Same Same Same	i. Building a Teaching Hospital
5	Student Affairs	i. Increase in students population to 3, 500 ii. Publication of students Handbook iii. Admission of international students iv. Off Campus Residency v. Recreation facilities vi. Service providers	i. Increase in students population to 5, 000 ii. Building of additional Hostels iii. Perfect off campus students to give room for new intakes iv. Increase in service providers	i. Increase in students population to 8, 000 ii. Building of additional Hostels iii. Zero tolerance to indiscipline among students iv. Infrastructure maintenance v. Collaboration with Alumni

6	University Library	<ul style="list-style-type: none"> i. Renovation of Library Building ii. Additional volumes of current & relevant books iii. Orientation of students and staff via workshops iv. Purchase of equipments v. Payment to NULIB & AULNU vi. Library internet infrastructure 	<ul style="list-style-type: none"> i. Purchase of more volumes ii. Permanent Library Building iii. Purchase of Building equipments iv. Internet infrastructure 	<ul style="list-style-type: none"> i. Movement to Library complex ii. Purchase of new reprographic equipment e.g. Photocopy & Bindery iii. Recruitment of more staff.
7	ICT Center	<ul style="list-style-type: none"> i. Infrastructure/Equipment ii. Support iii. Training iv. Productivity v. Income 	<ul style="list-style-type: none"> i. Infrastructure/ Equipment ii. Support iii. Training iv. Productivity v. Income 	<ul style="list-style-type: none"> i. Infrastructure/Equipment ii. Support iii. Training iv. Productivity v. Income
8	Bingham University Ventures	<ul style="list-style-type: none"> i. Acquiring best quality production machines and equipment available ii. Employ highly trained manpower iii. Source for quality production materials at reasonable prices iv. Build and maintain a wide customers base 	<ul style="list-style-type: none"> i. Acquiring best quality production machines and equipment available ii. Employ highly trained manpower iii. Source for quality production materials at reasonable prices iv. Build and maintain a wide customers base 	<ul style="list-style-type: none"> i. Acquiring best quality production machines and equipment available ii. Employ highly trained manpower iii. Source for quality production materials at reasonable prices iv. Build and maintain a wide customers base

9	Directorate of Information and Control	<ul style="list-style-type: none"> i. More personnel (at least 2 information officers, 1 secretary, 1 office assistant, 1 camera man) ii. A befitting office is required iii. Purchase of at least 2 more computers/laptops iv. Purchase of 2 video and 2 still cameras v. Purchase of befitting office furniture vi. Purchase of 1 operational vehicle vii. Staff training and development 	<ul style="list-style-type: none"> i. More personnel (at least 2 information officers, 1 secretary, 1 office assistant, 1 camera man) ii. A befitting office is required iii. Purchase of at least 2 more computers/laptops iv. Purchase of 2 video and 2 still cameras v. Purchase of befitting office furniture vi. Purchase of 1 operational vehicle vii. Staff training and development 	<ul style="list-style-type: none"> i. More personnel (at least 2 information officers, 1 secretary, 1 office assistant, 1 camera man) ii. A befitting office is required iii. Purchase of at least 2 more computers/laptops iv. Purchase of 2 video and 2 still cameras v. Purchase of befitting office furniture vi. Purchase of 1 operational vehicle vii. Staff training and development
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16.0 COST IMPLICATION: STRATEGIC PLAN TABLE - YEAR 1 TO YEAR 5 (2019 -2034)

S/NO	DEPARTMENT/ UNIT	YEAR 1-3 2019 -2021	YEAR 3- 5 2022- 2024	YEAR 10-15 2025-2034
1	Bursary i. Renovate Bursary Block ii. Money Collection Platform to include SBS/PGS/ Transcript Fees iii. Investment in Bingham Ventures iv. Additional Staff Recruitment/ Allowances/ Promotion v.Establish Microfinace Bank vi.Training & Develop. vii.Establish Printing Press	N N7,000,000.00 - - - - - N3,000,000.00 -	N - - 10,000,000.00 30,000,000.00 - - 5,000,000.00 100,000,000.00	N 50,000,000.00 - - 51,000,000.00 200,000,000.00 200,000,000.00 -
2	Works & Physical Planning i. Monitoring/Main Access Rd. construction to the Gate ii.Contract for internal roads Phase I iii.Construct C/room & offices iv. Additional 500 KVA Gen v.Additional Hostels vi. Entrepreneurship Center/ Dilapid. Buildings Renov vii. Solar Lights viii.High/Low Tension Poles vix. Water System/ Boreholes x. Water Tanks 5nos	N. 110,000,000.00 200,000,000.00 44,000,000.00 8,246,000.00 544,000,000.00 150,000,000.00 5,000,000.00	N - 116,000,000.00 27,000,000.00 10,492,000.00 352,000,000.00 10,000,000.00 10,000,000.00	N - 510,000,000.00 27,000,000.00 - 300,000,000.00 15,000,000.00 10,000,000.00

	xi. Purchase of Vehicles - Toyota jeeps - 3 Buses - Ambulance/ Sewage Truck/Fire service Bus - Hilux Van & - Truck - Tractor	1,530,200.00 14,000,000.00 16,000,000.00 20,000,000.00 21,000,000.00 40,000,000.00 22,000,000.00 7,500,000.00	1,530,000.00 14,000,000.00 16,000,000.00 30,000,000.00 21,000,000.00 24,000,000.00 14,500,000.00 10,000,000.00	2,500,000.00 32,000,000.00 8,000,000.00 30,000,000.00 52,000,000.00 24,000,000.00 14,500,000.00 -
3	Director of Academic Planning -.Accreditation of MBBS -Personnel -Resource Verification-Undergraduate & Postgraduate Programs -Conferences -Research & Training -Equipment & Furniture	25,000,000.00 5,000,000.00 2,500,000.00 5,000,000.00 10,000,000.00 2,500,000.00	25,000,000.00 - 2,500,000.00 5,000,000.00 15,000,000.00 2,500,000.00	50,000,000.00 - 2,500,000.00 5,000,000.00 - -
4	University Clinic vii. Nursing care viii. Electronic record system ix. Accurate diagnosis x. Standard Pharmaceutical Care xi. Infrastructures xii. Electronic Health System xiii. Building a Teaching Hospital	5,000,000.00 2,000,000.00 5,000,000.00 2,500,000.00 5,000,000.00 5,000,000.00	5,000,000.00 2,000,000.00 5,000,000.00 2,500,000.00 5,000,000.00 5,000,000.00	5,000,000.00 1,000,000.00 5,000,000.00 2,500,000.00 - -

		-	-	100,000,000.00
5	University Library			
	vii. Renovation of Library Building	50,000,000.00	-	- 100,000,000.00
	viii. Additional volumes of current & relevant books	-	100,000,000.00	1,000,000.00
	ix. Orientation of students and staff via workshops			
	x. Purchase of equipments	1,000,000.00	1,000,000.00	1,000,000.00
	xi. Payment to NULIB & AULNU	1,000,000.00	1,000,000.00	375,000.00
	xii. Library internet infrastructure	450,000.00	375,000.00	20,000,000.00
		25,000,000.00	25,000,000.00	

17.0 ENTREPRENEURIAL RESEARCH & DEVELOPMENT CENTRE

MANDATE

VISION	MISSION	GOALS	OBJECTIVES	THEMES (STATE CLEARLY)
To make our Institution a world class Entrepreneur University.	To produce graduates with adequate knowledge and skills for self-reliance.	To provide a sound entrepreneurial education for innovation and creativity to all Bingham University students.	To provide state-of-the-art teaching and learning equipment; with sound entrepreneurial education for innovation and creativity.	<ul style="list-style-type: none"> ➤ Building and equipping of Entrepreneurship Centre ➤ National and international conferences and workshop ➤ Infrastructure

THEME	PRESENT STATE	ACTIONS TO BE TAKEN	REQUIRED FUNDS		BENCHMARK OR STANDARDS	FEEDBACK
			5 YEARS	10-15 YEARS		
Building and equipping of Entrepreneurship Centre	Currently not available	Need a befitting and separate building as Entrepreneurship Development Centre duly well equipped	N150.0m			Monitoring and evaluation committee
National and international conferences and workshop	Present but not adequate	Provide funds to attend national and international conferences	N1.8 million			Action needed
Infrastructure	Not available	Build and equip a poultry house for effective training and generation of fund for the University	N6.7 million			Monitoring and evaluation committee

18.0 CONCLUSION

Establishing and growing a university is capital intensive. This position is supported by this strategic plan which indicates that it is in the tenth year of the plan (which is the 23rd year of the university's existence that it is projected to turn in some surplus revenue. If, however, the students' projection is realised, then the university hopes to turn in a net surplus of 16.265 billion naira based on the assumptions of the strategic plan. The delay in turning in a net surplus is on account of the massive capital and personnel investments required to sustain the university projected size of 12, 000 students by 2034. The students' population is expected to grow from 3, 000 in 2019/2020 to 6, 000 in 2023/24 and eventually to 12, 000 students in 2033/34. In the same vein the staff population is expected to grow from 700 in 2019/2020 to

1, 900 in 2028/2029. In the last 10 years of the strategic plan (2025 to 2034), it is projected that the university will turn in a net surplus of 20.84 billion Naira.

19.0 MEMBERSHIP OF THE CENTRAL STRATEGIC PLANNING COMMITTEE

The Membership of the Committee that was set up to bring up this first Strategic Plan for the University are as follows:

Name	Status	Signature
Prof. A. B. Adelaiye, Deputy Vice-chancellor-	Chairman
Prof. J.A. Lori, Dean Faculty of Science and Technology	Member
Assoc. Prof. N.D. Gado, Director Academic Planning	Member
Assoc. Prof. E.E. Eseigbe, CMD, BHUTH	Member
Dr. H.O. Isah, HOD, Community Medicine	Member
Mr. P. Aroge Director, Entrepreneurship Centre	Member
Mr. Ajiya Raphael	Member & Secretary



BINGHAM UNIVERSITY

**KM 26, ABUJA-KEFFI EXPRESSWAY
P. M. B. 005, KODAPE, KARU
NASARAWA STATE**

PROGRAMMES OFFERED IN BINGHAM UNIVERSITY

1. MBBS, Medicine and Surgery
2. B.Sc. Anatomy
3. B. Sc. Physiology
4. B. NSc. Nursing
5. BMLS, Medical Laboratory Science
6. B. Sc. Public Health
7. Doctor of Optometry
8. B. Pharm. Bachelor of Pharmacy

9. (LLB) Bachelor of Law
10. B. Sc. Architecture
11. B. Sc. Landscape Architecture
12. B. Sc. Estate Management
13. B. Sc. Environmental Management
14. B. Sc. Quantity Survey
15. B.Sc. Chemistry
16. B.Sc. Physics
17. B.Sc. Computer Science
18. B.Sc. Bio-Chemistry
19. B.Sc. Microbiology
20. B.Sc. Mathematics and Statistics
21. B. Ed. Guidance and Counseling
22. B. A. Philosophy
23. B. A. Religious Studies
24. B. A. English
25. B. Sc. Entrepreneurship
26. B.Sc. Accounting
27. B.Sc. Business Administration
28. B.Sc. Mass Communication
29. B.Sc. Economics
30. B.Sc. Political Science
31. B.Sc. Sociology



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KODAPE, KARU
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POSTGRADUATE PROGRAMMES

2019/2020 ACADEMIC SESSION

1. MBA (Master of Business Administration)
2. MPH (Master, Public Health)
3. MCSDF (Master of Cyber Security and Digital Forensics)
4. MEM (Master of Election Management)
5. MLD (Master of Legislative Drafting)
6. M.Sc. (Bio-Chemistry)
7. M.Sc. (Accounting)
8. M.Sc. (Human Resources)
9. PGD (Digital Media Communication)
10. PGD (Accounting)
11. PGD (Management)
12. PGD (Computer Science)