Lagos State University Regional Strategy 2023 -2027

Supported by the World Banks' ACE-Impact Project

APPROVAL PAGE

This Regional Strategy was put together by a Committee of the Vice Chancellor, headed by the Deputy Vice Chancellor (Administration), as a document that will guide the University's regionalization drive.

27022023

Professor Adenike Boyo
Deputy Vice Chancellor (Administration) and Chairman

28/2/23

Professor Ibiyemi Olatunji-Bello
Vice Chancellor
For and on behalf of the University Senate

MEMBERS OF THE VICE CHANCELLOR'S COMMITTEE ON DLI 7.1

1.	Professor Adenike Boyo	Deputy Vice Chancellor (Admin)	Chairperson
2.	Professor Abayomi Omobitan	Deputy Vice Chancellor (Acad)	Member
3.	Professor Rasheed Sanni	Centre Leader, ACEITSE	Member
4.	Professor Joseph Olagunju	Dean, Postgraduate School	Member
5.	Professor Rafiu Okuneye	Head, Epe Campus/ Director, Quality Assurance	Member
6.	Professor Ayokunle Enikuomehin	Director, ICT	Member
7.	Mrs Morounkeji Olanrewaju-John	Director, Academic Planning	Member
8.	Mrs. Basirat Oyediran	Deputy Registrar	Secretary

Members of Staff Coopted for Initial Drafting of the Regional Strategy

1.	Dr. Hakeem Akintoye	Deputy Centre Leader, ACEITSE
2.	Dr. Michael Ahove	Safeguard Officer, ACEITSE
3.	Dr. Adedoja Wusu	M&E Officer, ACEITSE
4.	Dr. Olabisi Yusuf	Project Accountant, ACEITSE
5.	Dr. Teslim Ojuromi	Faculty of Science
6.	Dr. Abdulazeez Anjorin	Faculty of Science
7.	Dr. Stephen Fatonji	School of Communication

EXECUTIVE SUMMARY

Established in 1983, the Lagos State University (LASU) is the leading state-owned university in Nigeria, and is known for academic excellence in research, teaching, and service to the community and humanity. From three Faculties at the inception, the Lagos State University has expanded to 17 Faculties/Schools, 10 Centres and Institute spread across three campuses in Ojo, Ikeja and Epe. Thus, the University was, in 2021, ranked the best young institution in Nigeria by Times Higher Education (THE).

With the five core values of Leadership, Diligence, Integrity, Excellence, Capacity Building and six strategic goals of making the university a research, innovation, and development hub for Lagos State and the country at large; ensuring that infrastructural facilities are improved and readily available for seamless performance of administrative and academic duties; improving internally generated revenue with the aim of achieving financial sustainability of the University; promoting the welfare of all staff and students in the University; and promoting participation in sport and recreational activities, the University is climbing the ladder of the THE ranking, and on the path of emerging as the best University in West Africa.

With the World Bank-funded Africa Centre of Excellence-Impact, the University sees a great opportunity to make the aspiration a reality. This Regional Strategy is towards the University's journey of becoming a regional hub in many respects and draws on the overall strategic plan of the university. Three of the five objectives of the project are the broad objectives of this regional strategy. They are: (1) Enhance capacity to deliver regional high-quality training to address development challenges; (2) Enhance capacity to deliver applied research to address regional development challenges; and (3) Build and strengthen regional and international academic partnerships to improve quality of education in other institutions within the region.

The specific activities identified under these objectives are: Organization of joint conferences and seminars; Students and faculty exchanges for teaching and/or research; Developing specialized short-term programmes for industry professionals for further development; Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching; Upgrade faculty qualifications (through regional collaboration); Increase Master's and PhD students (including through scholarships) to attract young talent and assist faculty/PG students in training for example, grant-proposal writing, publication preparation (translation, editorial support), etc.

Implementation timelines including methodologies for achieving each of the activities together with budgetary implications are presented in the table below:

Objective/Activities	Strategy	Timeline	Responsibility	Budget (N)
Regional and International Academic Partnerships				
Joint organization of conferences and seminars	The University research Office will spearhead the organization of joint regional conferences and seminars (once per year)	Sept 2023; 2024; 2025; 2026	Director, Research & Innovation	28,000,000
Students and faculty exchanges for	The regional strategy committee will organize two-way Faculty and	June 2023; 2024; 2025; 2026	Director, Linkages,	20,000,000

Objective/Activities	Strategy	Timeline	Responsibility	Budget (N)
teaching and/or research	Students exchanges with institutions in collaboration with the Lagos State University		Partnerships and collaborations	
Total			**N48,000,000**	**$103,694.10**
Delivery of High-Quality Regional Training				
Developing specialized short-term programs for industry professionals for further development	LASU-ICT, LASU-Consult will organize two workshops per year for professionals within the collaborating universities based on needs and manpower requirements – on a train-the-trainer basis	October 2023; 2024; 2025, 2026	LASU-ICT, LASU-Consult	20,000,000
Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching	LASU-Faculty of Education/ACEITSE will provide pedagogical training and/or run modular PGDE programme for Faculties in collaborating universities. Course will run online but participants will come for two weeks of examination	May-Dec 2023	Centre Leader ACEITSE/Dean of education to discuss establishment of LASU Pedagogy Centre	5,000,000
Upgrade faculty qualifications (through regional collaboration)	Lagos State University will provide tuition- and accommodation-free master's and PhD programmes for needy Faculties in collaborating universities to upgrade their qualifications at two master's one PhD per year	From 2023 for 18 or 36 months for master's and PhD respectively	Regional Strategy Committee	10,000,000
Total			**N35,000,000**	**$75,610.28**
Delivery of Applied Research for Regional Development				
Increase Master's and PhD students (including through scholarships) to attract young talents	Lagos State University will provide scholarship for young and exceptional first/Master's degree graduates in collaborating universities to pursue Masters and PhD programmes respectively at two master's one PhD per year	From 2023 for 18 or 36 months for master's and PhD respectively	Scholarship Committee	10,000,000
Assist Faculties/PG students in training e.g., grant-proposal	The University research Office will organise grant-proposal writing,	June 2023 Oct. 2023	Director, Research & Innovation	2,500,000

Objective/Activities	Strategy	Timeline	Responsibility	Budget (N)
writing, publication preparation (translation, editorial support), etc.	publication preparation (translation, and editorial support) workshop for Faculties and postgraduate students in LASU and collaboration Universities (twice a year)			
Sub Total			**N12,500,000**	**$27,003.67**
Grand Total			**N95,500,000**	**$206,308.06**

TABLE OF CONTENTS

MEMBERS OF THE VICE CHANCELLOR'S COMMITTEE ON DLI 7.1 ..... **Error! Bookmark not defined.**

Members of Staff Coopted for Initial Drafting of the Regional Strategy i

EXECUTIVE SUMMARY iii

TABLE OF CONTENTS vi

1. BACKGROUND INFORMATION ABOUT THE LAGOS STATE UNIVERSITY 8

2. LAGOS STATE UNIVERSITY'S CORE VALUES AND STRATEGIC GOALS 9

2.1 Lagos State University Core Values 9

2.2 Mission Statement of the Current University Administration 10

3. COMPOSITION OF THE REGIONAL STRATEGY COMMITTEE 12

4. RESULT OF THE LATEST SWOT ANALYSIS 13

4.1 Strengths 13

4.2 Weaknesses 14

4.3 Opportunities 15

4.4 Threats 15

5. LAGOS STATE UNIVERSITY AND ITS RENEWED REGIONALISATION VISION 16

5.1 Regional Objectives of the University 16

5.2 Objectives of Regional Strategy 17

5.3 Scope of this Regional Strategic Plan 17

5.4 Identified Regional Activities 18

5.5 Disciplinary Focus and priority Institutions of the Regional Strategy 19

6. METHODOLOGY FOR DRAFTING THIS INSTITUTIONAL REGIONAL STRATEGY 21

7. TIMELINE FOR IMPLEMENTING RS ACTIVITIES, WITH INDICATIVE BUDGET 23

8. SOURCE OF RESOURCES – FINANCIAL, HUMAN AND PHYSICAL 26

FINANCIAL 26

HUMAN 26

PHYSICAL 26

9. APPENDICES 28

9.1 APPENDIX I: LIST OF UNIVERSITIES BEING CONTACTED 28

9.11 Prioritised Universities 28

9.12 Other Universities in Focus 28

9.2 APPENDIX II: MINUTES OF COMMITTEE MEETING OF FRIDAY 5TH NOVEMBER 2021 29

9.3 APPENDIX III: MINUTES OF COMMITTEE MEETING OF WEDNESDAY 9TH FEBRUARY 2022 34

9.4 APPENDIX IV: MINUTES OF COMMITTEE MEETING WITH STAKEHOLDERS (DEANS AND DIRECTORS) OF TUESDAY 15TH MARCH 2022 37

9.5 APPENDIX V: MINUTES OF ONLINE COMMITTEE MEETING WITH EXTENDED STAKEHOLDERS (REGIONAL UNIVERSITIES) OF TUESDAY 19TH APRIL 2022 42

9.6 APPENDIX VI: MINUTES OF COMMITTEE MEETING OF WEDNESDAY 17TH AUGUST 2022 46

9.7 APPENDIX VII: MINUTES OF COMMITTEE MEETING OF MONDAY 31ST OCTOBER 2022 49

1. BACKGROUND INFORMATION ABOUT THE LAGOS STATE UNIVERSITY

The Lagos State University (LASU) was established in 1983 and is the leading State-owned University in Nigeria. The University is known for academic excellence in research, teaching, and service to the community and remains a catalyst and reference point for cutting-edge research and innovative technology, with a current enrolment of 32,000 (undergraduate) and about 3,000 postgraduate students. All of the undergraduate students are national and only a few (less than 1%) of the postgraduate students are regional largely from Ghana. Inspite of this however, Lagos State University was in 2021, ranked the best young institution in Nigeria by Times Higher Education (THE).

From three Faculties at the inception, the Lagos State University has expanded to 17 Faculties/Schools, 10 Centres and Institutes spread across three campuses in Ojo, Ikeja and Epe. The Ojo main campus has an international architecture for the Faculties of Arts, Communication and Media Studies, Education, Law, Management Sciences, Science, and Social science. Others are Schools of Archival and Information Science, Postgraduate Studies, and Transport. Ikeja, the State capital, is home to Nigeria's foremost College of Medicine, the Lagos State University College of Medicine (LASUCOM), with the Faculties of Allied Health Sciences, Basic Medical Sciences, Basic Clinical Sciences, Clinical Sciences, Dentistry and Pharmacy. The Epe campus in an ancient city accommodates Faculties of Engineering, Environmental Sciences and the School of Agriculture.

The current focus of the University is to emerge as the best University in West Africa. To achieve this, the University collaborates with local and international institutions for excellent teaching, learning, and research. The University has also adopted a learner-driven and student-centred approach while leveraging on cutting-edge technologies for educational delivery required in the 21st century and for the fourth industrial revolution and beyond.

2. LAGOS STATE UNIVERSITY'S CORE VALUES AND STRATEGIC GOALS

To make LASU the best state university in Africa with the highest and finest level of academic excellence, research standards and regional relevance.

2.1 Lagos State University Core Values

In Lagos State University, staff and students are responsible for their words, actions, and results. The University promotes high academic excellence and builds trust through responsible actions and honest relationships. It strives to develop in both staff and students high level leadership quality; develop and strengthen the skills, instincts, abilities, processes and resources that are required for communities to survive, adapt, and thrive in a fast-changing world. Details of the core values are provided below:

- Leadership
  The University is committed to providing quality leadership that will drive the desired improvement and growth in the university. Quality leadership for us, underscores some commitment to flexible approaches to instructional delivery and study while offering the opportunity to learn through a variety of modes i.e. blended learning as might be appropriate for different people in different situations and contexts.

- Diligence
  This underscores the commitment of the administration to provide quality education for all state-wide, nationally and regionally, equipping the citizenry with skills required to improve their circumstances and to stay in and contribute to the development of their communities, state, nation and region.

- Integrity
  In the context of the Lagos State University, integrity involves having upstanding character traits and work ethics, including sound judgement, honesty, dependability, and loyalty. The University encourages all staff to ensue these traits and also ~~admonishes and~~ supports students to do same.

- Excellence
  As a university, we strive to achieve and maintain excellence through the use of appropriate technology to support and improve the quality of the learning experience. We strive to ensure as much as possible that the institution achieves equality in the facilities and services to facilitate and support students' learning irrespective of cultural or regional differences

- Capacity Building

  Management is committed to continuous improvement in teaching and learning, research, and community services.

2.2 Mission Statement of the Current University Administration

At the onset of the current administration, the Vice Chancellor and head of the Management team came up with three mission statements, which include to:

1. expand the frontiers of knowledge through provision of excellent conditions for teaching, learning, research, and service;
2. make the teaching, research, and general work environment conducive and of international standard; and
3. produce graduates who will be catalysts to the process of transformation of the state to a greater Lagos.

With a focus on these mission statements, the University Management came up with six strategic goals, aimed at driving the university to the attainment of the mission above. The strategic goals are:

Strategic Goal 1: To ensure that academic and professional programmes are and remain accredited by the relevant bodies

Strategic Goal 2: To make the University a research, innovation, and development hub for Lagos State and the country at large

Strategic Goal 3: To ensure that infrastructural facilities are improved and readily available for seamless performance of administrative and academic duties

Strategic Goal 4: To improve internally generated revenue with the aim of achieving financial sustainability of the University

Strategic Goal 5: To promote the welfare of all staff and students in the University

Strategic Goal 6: To promote participation in sport and recreational activities

To realise the mission above and ultimate goals, the University has put in place several processes including but not limited to the following:

- Development of new academic Programmes
- Training of academic staff within and outside Nigeria in various fields
- Ensuring uninterrupted academic calendar
- Establishment academic linkages and memoranda of understanding (MOU) with many industries and academic institutions
- Provision of additional infrastructural facilities to improve on service delivery.
- Encouragement of diversity of students and faculties.
- Involvement of senior academics in teaching of foundation and final year courses to improve the academic performance of our students
- Establishment of efficient counselling unit in the University to attend to students with various economic and social challenges.
- Infusion of Information and Communication Technology (ICT) in all aspects of services delivery including, but not limited to the following:
    - Development of Innovative Lagos State University Central Admission Clearance Application (LACACA).
    - On-line clearance of graduating students
    - Real time verification of certificates
    - Development of self-generation of transcripts
    - Virtual Notice Board for Information Dissemination
    - Development of Lagos State University Examination Manager (web cam invigilation)
    - E-learning Modules for several classes
    - Development of Lagos State University Plagiarism checker (LASU Get it right)
    - Open Education repository
    - Postgraduate School thesis repository

3. COMPOSITION OF THE REGIONAL STRATEGY COMMITTEE

A seven-person, high-powered, broad-based committee was appointed via a memo of the Vice Chancellor on 25th October 2021 to see to the development of a regional strategy for the University. The members of the committee are listed below:

1.	Professor Adenike Boyo	Deputy Vice Chancellor (Admin)	Chairperson
2.	Professor Abayomi Omobitan	Deputy Vice Chancellor (Acad)	Member
3.	Professor Rasheed Sanni	Centre Leader, ACEITSE	Member
4.	Professor Joseph Olagunju	Dean, Postgraduate School	Member
5.	Professor Rafiu Okuneye	Head, Epe Campus/Dircetor, QA	Member
6.	Professor Ayokunle Enikuomehin	Director, ICT	Member
7.	Mrs Morounkeji Olanrewaju-John	Director, Academic Planning	Member
8.	Mrs. Basirat Oyediran	Deputy Registrar	Secretary

The Committee had the following terms of reference:

1. To discuss and come up with a regional strategy plan for the University.
2. To develop clear process for achieving institutional approval;
3. To consistently ensure that minutes of meetings and other necessary documents are forwarded to the Association of African Universities (AAU) and World Bank Based ACE Project Manager;
4. To consistently ensure that endorsed copies of Regional Strategy and link to same as well as confirmation of approval of institutional regional document are placed on the website/web pages of the University and that of the Centre;
5. To work harmoniously with other staff of the Centre towards the actualization of the goals and objectives of LASU-ACEITSE; and
6. To exercise all tasks/responsibilities assigned to it by the Vice Chancellor, AAU, and/or the World Bank.

The Committee at one of its meetings considered the enormous nature of the task at hand vis-à-vis other official responsibilities of these highly placed people in the University and decided to co-opt the following people especially for the fieldwork involved in the assignment.

1.	Dr. Hakeem Akintoye	Deputy Centre Leader, ACEITSE
2.	Dr. Michael Ahove	Safeguard Officer, ACEITSE
3.	Dr. Adedoja Wusu	M&E Officer, ACEITSE
4.	Dr. Olabisi Yusuf	Project Accountant, ACEITSE
5.	Dr. Teslim Ojuromi	Faculty of Science
6.	Dr. Abdulazeez Anjorin	Faculty of Science
7.	Dr. Stephen Fatonji	School of Communication

4. RESULT OF THE LATEST SWOT ANALYSIS

SWOT analysis is a strategic planning and management procedure used to help an organization identify Strengths, Weaknesses, Opportunities, and Threats in relation to its existence and operations. The Lagos State University conducts SWOT analysis from time to time as necessary particularly in the development of strategic plans. The most recent analysis suggests a significant improvement from where the University was about five years ago when the last analysis was conducted. Below are some highlights of the results of the analysis.

4.1 Strengths

1. LASU is located in a metropolitan city with dense population where it can harvest a pool of the best human resources including staff and students for rapid development.

2. LASU has been in existence for about 40 years and has a diverse history of success and failure stories from which it can learn lessons for future growth and development.

3. LASU is easily accessible to and enjoys proximity with the West African region, providing easy access for foreign students

4. There is a high demand for the programmes and services of LASU.

5. A visionary and dynamic Vice-Chancellor flanked with highly-skilled and committed Management Team

6. A core of experienced, committed and competent staff of international standard.

7. The fact that all its academic programmes are accredited is another strength of the institution.

8. LASU is the host of the World Bank sponsored Africa Centre of Excellence for Innovative and Transformative STEM Education (ACEITSE).

9. In addition, the university received two international rankings; the 2020 Impact Ranking where it was one of the four Nigerian universities ranked and the 2021 World University Ranking where it ranked as the second-best university in Nigeria.

10. LASU was designated as a Centre of Excellence in Sargassum Research by the Lagos State Research and Innovation Council

11. The alumni network is a strength that can serve the university in several ways.

12. The cordial relationship between the university management, staff and student unions has engendered a peaceful and congenial atmosphere

13. The University has the most stable academic calendar among public universities in Nigeria, as the institution has not embarked on strike in the last five years

14. The University enjoys good will and financial support from the Lagos State Government.

15. Above all, the University's strict adherence to the rule of law and due process has enabled for consistency in its operations.

4.2 Weaknesses

1. Funding shortfall from the Lagos State Government and weak internal revenue generation capacity;

2. Inadequacies in facilities for teaching and research;

3. High staff-student ratio in a number of faculties;

4. Inadequate critical infrastructure such as laboratories and modern teaching facilities.

5. The university does not possess sufficient ability to convert research output to earning.

6. Weak engagement with the industry thus, the research income from industry is small.

7. Irregular public power supply such that there is a huge fund is expended on using and fuelling power generators.

8. Weak student digital readiness

4.3 Opportunities

1. High potential for consultancy services, given its location advantage

2. Innovative product delivery system that allows work-study scheme

3. Potentials to establish linkages with industries and other institutions within Nigeria and abroad.

4. Location in a city with good community facilities, functional airports and road networks, despite snarling traffic.

5. The Government of Lagos State and the various Divisions that make up the State are interested in the growth and development of the Centre

6. Congregation of the major media around the Lagos axis, provides opportunity for rapid showcasing of the institution

4.4 Threats

1. Incessant interruption in power supply

2. Shrinking University funds

3. High cost of data and consequential inadequate to digital devices and Internet connectivity

Even though this SWOT analysis was not specifically conducted for this regional strategy, its findings as enumerated above are still relevant peculiarities of the institution and as such very relevant to, and thus serves as an important consideration in the development and subsequent implementation of this current regional strategy. Besides this fact, the Head of the current administration of the University, The Vice Chancellor, already has a mission carefully crafted after considering variety of possibilities (inhibitions and affordances). This missions largely guided the provisions of the regional strategy.

5. LAGOS STATE UNIVERSITY AND ITS RENEWED REGIONALISATION VISION

5.1 Regional Objectives of the University

Since Professor Ibiyemi Olatunji-Bello's assumption of office as the Vice Chancellor of the Lagos State University, her vision of making the institution the best in West Africa was very clear. This vision is being pursued with the vigor that it deserves and the entire Management Team as well as the staff and students are keying into making it a reality. Part of her mission statements is to make LASU the best university in West Africa with the highest level of academic excellence, research standards and regional relevance; and to make the university a research, innovation, and development hub for Lagos State, Nigeria, and indeed, for the West African sub region. As part of stage setting for this, the university:

1) Encourages the development of best practices in teaching and learning strategies, research, counselling, and techniques of class management;
2) Has expanded its undergraduate programmes with the establishment of new Faculties – two at College of Medicine and one on the main campus;
3) Encourages academic staff to pursue research in their field of specialization and in collaboration with researchers around the globe; and
4) Promotes the availability of research outputs to industries and government for national growth and development;
5) Prioritises research and innovation culture, skills and management for the university
6) Provides modern facilities and state-of-the-art research equipment in specialized research centers for cutting edge scientific and technological research;
7) Puts in place policies for patents and research ethics; and
8) Encourages collaboration with industries, government, research institutes, universities - local and international

This strategic plan is part of the university's journey to becoming a regional hub in many respects and draws on the overall strategic plan of the university, which provides the overall strategic approach for the University as a citadel of learning in Lagos State; and an approach towards becoming the best in West Africa. Thus, this regional strategy is prepared to sync with the aspiration of the current administration of driving the institution towards becoming a world-class institution, the best in West Africa, that is responsive to, and connects with, all students irrespective of context, age or social class.

In line with the desire of the University to become a regional hub and the best institution in West Africa, the Lagos State University is poised to institute collaboration with interested institutions within the region. To begin with, a regional strategy policy

is being developed to provide a pathway for this. The current effort is being implemented under the World Bank's ACE-Impact project.

The project has five broad objectives, three of which are driving this latest effort of the University. They are: (1) Enhance capacity to deliver regional high-quality training to address development challenges; (2) Enhance capacity to deliver applied research to address regional development challenges; and (3) Build and strengthen regional & international academic partnerships to improve quality of education in other institutions within the region.

5.2 Objectives of Regional Strategy

One of the underlying principles of the ACE Impact project is its regional scope. All participating countries will benefit from the excellence that exists within the 11 participating countries, and indeed within the broader sub-Saharan Africa region. This regional scope leverages on the national resources invested in the ACE Impact project and enables and facilitates actions that both (1) take advantage of regional excellence outside of a particular country, and (2) share national excellence with other countries in the region. For example, postgraduate students from throughout the region are encouraged to attend Centers of Excellence or other programmes in their host institutions in order to receive a world-class education in West Africa; benefit from regional research collaborations; leverage different skills, equipment, and resources that may exist in a particular thematic discipline; faculty members in one country may receive training from regional academic leaders; departments can share regionally generated, and regionally focused, digital courses/modules with other universities in the West African sub region; regional companies can easily seek out the best academic researchers to address critical Research Development & Innovation questions, and regionally generated short courses can be easily delivered in multiple countries.

To foster and strengthen regionalisation in ACE Impact, several DLIs focus on regional activities and actions, and in some cases provide additional monies for regionally focused, as compared to national, results.

5.3 Scope of this Regional Strategic Plan

The scope of this strategy will be both national and regional within a period of four years (2023 to 2027). At the national level, the University will be the first choice for prospective students from all parts of Nigeria both for undergraduate and postgraduate programmes; and regional level, students (especially postgraduate) from different parts of Africa, particularly West Africa, will consider the university as

their first-choice institution for their postgraduate studies. The strategic plan will guide the University and its academic departments/Centres and non-academic units of operations on its regional approach and activities, as a component of the overall strategic plan of the University. Specifically, it will strengthen teaching and learning, research collaboration, digital skills acquisition and exchange, as well as ICT infrastructure within the University and across the sub-region.

5.4 Identified Regional Activities

After laborious consultations with the different stakeholders, and the ultimate survey conducted on the activities to focus in this regional strategy, seven activities (with some sub-activities) emerged. The activities span the three regional objectives of the ACE-Impact project:

1. Regional and International Academic Partnerships

- ***Organization of joint conferences and seminars***

  This activity involves planning and delivery of seminars, conferences and workshops on a yearly basis (for conference); every six months (for seminars and workshops). This activity will domicile in the Research and innovation office of the University.

- ***Students and faculty exchanges for teaching and/or research***
  This is a two-way activity. The regional strategy committee will work with Faculties in the other universities to provide guidelines for eligibility and selection. These will be used to select students and staff for exchange visits with other universities in the collaboration.

2. Delivery of High-Quality Regional Training

- ***Developing specialized short-term programs for industry professionals for further development***

  The Lagos State University Directorate of ICT and LASU Consult do specialised professional trainings for different professionals. The two units will organize trainings for staff and students in this collaboration as needed.

- ***Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching***

The Lagos State University Faculty of Education trains students as well as staff of universities in pedagogy. The faculty, together with the ACEITSE, a teacher development Centre, will design and train lecturers in this collaboration on pedagogies that are student-centred and improved teaching quality.

- ***Upgrade faculty qualifications (through regional collaboration)***
  The regional strategy committee will incentivize Faculties who are still under-qualified or not qualified, in the collaboration, to pursue higher degrees in Lagos State University. The incentive will include free tuition for the programmes.

3. Undertaking of Applied Research for Regional Development

- ***Increase Master's and PhD students (including through scholarships) to attract young talent***

  The regional strategy committee will scout for young and talented individuals that are desirous of higher degrees to pursue higher degrees in Lagos State University. The incentive will include provision of scholarship for the awardees.

- ***Assist faculty/PG students in training e.g., grant-proposal writing, publication preparation (translation, editorial support), etc.***
  The Lagos State University Research and Innovation Directorate will organize workshops to train faculty/PG students within the collaboration in the art of grant writing, assist in preparation of manuscripts for publication and translation of reports for proper dissemination.

5.5 Disciplinary Focus and priority Institutions of the Regional Strategy

By the consultations both within and outside of the university, the dominant disciplines that this regional strategy would focus include Education, Science, Medicine and Law. In a similar vein, even though we had consultations with about 15 universities to put this regional strategy together, there is the need for us to prioritize. See list in Appendix I. For this reason, this strategy would focus on only five of these universities, as listed below:

- University of Education, Winneba. Ghana
- Ernest Bai Koroma University, Sierra Leone
- University of Gambia, The Gambia

- University of Burundi, Burundi
- Universite Abdoul Moumouni, Niger.

This prioritized list was informed by the fact that the University through the Africa Centre of Excellence (ACITSE) already has some collaborative relationships with these universities. In spite of this shortlist, however, in area of upgrading Faculty qualifications (through regional collaboration), this regional strategy would accommodate as many disciplines and universities as are desirous of benefiting from this activity.

6. METHODOLOGY FOR DRAFTING THIS INSTITUTIONAL REGIONAL STRATEGY

The Committee of the Vice Chancellor referred to in the previous section held six meetings in all. Each meeting was convened by the Chairperson (Deputy Vice Chancellor, Administration). The first meeting (Appendix II) was used to acquaint Committee members of the task. The Center Leader made a presentation on the ACE-Impact project and peculiarities of the disbursement-linked indicator (DLI) operations. Members were braced up for the challenges and tasks were shared to members. They were to make inputs into *modus operandi* of the assignment. They were also tasked to look around for information on the status of the University in terms of regional presence and what can be done that would make the institution to become a hub.

The various submissions of the members at the second meeting made it clear that though the University already has some international presence and collaborations, they are largely with Universities outside Africa. The meeting then agreed to:

1) conduct stakeholders' consultations within the University and with other Universities in (West) Africa;
2) send a collaboration request to selected Universities within the (West) African sub-region as listed in Appendix I;
3) conduct a survey involving staff of these universities to determine areas of focus of the regional strategy activities; and
4) source and report/rely on the results of the latest SWOT analysis conducted by the University and used in its 2016-2021 strategic goals, since it is still relevant.

The purpose of the stakeholders' consultation was to intimate the members of the University community of the current regionalization drive of the University and solicit their support and cooperation. The collaboration requests were to determine the interest of various universities in the (West) African sub-region to collaborate with LASU. On the other hand, the survey was aimed at determining the areas in which the institution can explore to benefit the other universities in the sub-region. These areas were identified through an analysis of the data collected from the survey in (3) above.

Ultimately, an enlarged committee was saddled with the responsibility of implementing this regional strategic plan. The Committee of the Vice Chancellor is a high-powered Committee saddled with the responsibility of ensuring success on DLI 7.1. Given the enormous fieldwork involved, the Committee decided to bring in a few members of staff with less administrative and academic responsibilities to support the Committee in drafting and implementing the Regional Strategy. These co-opted staff, (see list on page 11) are led by the Centre Leader in all fieldwork relating to the drafting of this

Regional Strategy; and will also play a major role in the implementation and monitoring of the activities of this Regional Strategy. The team together with the Vice Chancellor's Committee is referred to as the enlarged team.

The Committee held consultations with stakeholders (samples from academic and administrative heads, faculty, students, public bodies, industry, etc). Its sensitization and data gathering processes were rounded up with the design and use of a Google form to determine the elements and focus of LASU World Bank's ACE-Impact's driven regional strategy. The data from the survey showed the preponderance of seven activities out of the twenty that were identified in the survey. These are:

(1) Organization of joint conferences and seminars
(2) Students and faculty exchanges for teaching and/or research
(3) Developing specialized short-term programs for industry professionals for further development
(4) Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching
(5) Upgrade faculty qualifications (through regional collaboration)
(6) Increase Master's and PhD students (including through scholarships) to attract young talent
(7) Assist faculty/PG students in training e.g., grant-proposal writing, publication preparation (translation, editorial support), etc.

These seven activities form the nucleus of this regional strategic plan. The need to co-opt other members of staff was recognized and a few individuals were invited to a retreat where the draft was completed. This was shared with the substantive Committee and the Vice Chancellor for their views before transmitting to the RFU/AAU for verification and external review.

7. TIMELINE FOR IMPLEMENTING RS ACTIVITIES, WITH INDICATIVE BUDGET

The strategy for implementing these activities, together with timelines, responsibilities and financial implications are provide in the table below. It however suffices to mention that the person or office responsible for each activity below will work in partnership with the University Committee on Regional Strategy.

Table 1: Timeline and Budget

Objective/Activities	Specific Activities	Timeline	Responsibility	Budget (N)
Regional and International Academic Partnerships				
Joint organization of conferences and seminars	The University research Office will spearhead the organization of joint regional conferences and seminars (one per year)	Sept 2023; 2024; 2025; 2026	Director, Research & Innovation	28,000,000
Students and faculty exchanges for teaching and/or research	The regional strategy committee will organize two-way Faculty and Students exchanges with institutions in collaboration with the Lagos State University	June 2023; 2024; 2025; 2026	Director, Linkages, Partnerships and collaborations	20,000,000
Total			**N48,000,000**	**$103,694.10**
Delivery of High-Quality Regional Training				
Developing specialized short-term programs for industry professionals for further development	LASU-ICT, LASU-Consult will organize two workshops per year for professionals within the collaborating universities based on needs and manpower requirements – on a train-the-trainer basis	October 2023; 2024; 2025, 2026	LASU-ICT, LASU-Consult	20,000,000

Objective/Activities	Specific Activities	Timeline	Responsibility	Budget (N)
Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching	LASU-Faculty of Education/ACEITSE will provide pedagogical training and/or run modular PGDE programme for Faculties in collaborating universities. Course will run online but participants will come for two weeks of examination	May – Dec. 2023	Director, Quality Assurance/ Centre Leader ACEITSE/Dean of education to discuss establishment of LASU Pedagogy Centre	5,000,000
Upgrade faculty qualifications (through regional collaboration)	Lagos State University will provide tuition- and accommodation-free master's and PhD programmes for needy Faculties in collaborating universities to upgrade their qualifications at two Master's one PhD per year	From 2023 for 18 or 36 months for master's and PhD respectively	Regional Strategy Committee	10,000,000
Total			**N35,000,000**	**$75,610.28**
Delivery of Applied Research for Regional Development				
Increase Master's and PhD students (including through scholarships) to attract young talents	Lagos State University will provide scholarship for young and exceptional first/Master's degree graduates in collaborating universities to pursue Masters and PhD programmes respectively at two Master's, one PhD per year	From 2023 for 18 or 36 months for Master's and PhD respectively	Scholarship Committee	10,000,000

Objective/Activities	Specific Activities	Timeline	Responsibility	Budget (N)
Assist faculties/PG students in training e.g., grant-proposal writing, publication preparation (translation, editorial support), etc.	The University research Office will organise grant-proposal writing, publication preparation (translation, and editorial support) workshop for Faculties and postgraduate students in LASU and collaboration universities (twice a year)	June 2023 Oct. 2023	Director, Research & Innovation	2,500,000
Sub Total			**N12,500,000**	**$27,003.67**
Grand Total			**N95,500,000**	**$206,308.06**

8. SOURCE OF RESOURCES – FINANCIAL, HUMAN AND PHYSICAL

FINANCIAL

- As a State University, LASU enjoys and will continue to enjoy financial supports from its proprietor, the Lagos State Government;

- The current Management's drive to increase internally generated revenue (IGR) is yielding positive result through:
  i. establishment of new faculties and programmes at both undergraduate and postgraduate levels;
  ii. engagement in ventures and profitable business partnership;
  iii. engagement in consultancy services; and
  iv. donations from organization and high net worth individuals.

- Special Interventions from Federal Government (TETFUND and NEEDS), State Government (Accreditation and Convocation);

- Grants from Federal, State and International (Donor) Organizations

HUMAN

- The University has about three thousand seasoned and well-trained Faculty members and Non-Academic personnel, spread across several disciplines

- Regularly employ to fill vacant positions and to meet regulatory compliance;

- Encourage staff exchanges through sabbatical and partnership

- Endowment of Academic chair

PHYSICAL

- The University has state of the art office facilities for both Academic and Non-Academic staff;
- Standard classroom facilities across Colleges, Faculties, Schools, Colleges, Directorates and Institutes;

- New infrastructure and facilities are continually developed by the Lagos State Government;
- The Federal Government through TETFUND and NEEDS interventions invest huge sum on facilities, infrastructure, office and laboratory equipment, reagents and furniture;
- The Lagos State Government releases several millions of Naira every year on teaching, laboratory equipment and classroom/office furniture toward accreditations and reaccreditation of programmes
- The University has state of the art health facilities including laboratories and medical equipment, reagents, furniture
- Donations of buildings, lecture halls, motor vehicles and other physical resources by organizations and net worth individuals
- A new 8000-capacity students hostels is currently under construction and at advanced stage under the Public Private Partnership (PPP) arrangement put together by the State government
- State-of-the-art Students Arcade built by the Lagos State government
- Provision of security equipment including surveillance apparatus to secure lives and properties by the University
- Modern day sports complex with spectators stand, standard courts and indoor sport shall is available for the use of students and staff for both recreation and sports competition purposes

9. APPENDICES

9.1 APPENDIX I: LIST OF UNIVERSITIES BEING CONTACTED

9.11 Prioritised Universities

University of Education, Winneba. Ghana

Ernest Bai Koroma University, Sierra Leone

University of Gambia, The Gambia

University of Burundi, Burundi

Universite Abdoul Moumouni, Niger.

9.12 Other Universities in Focus

University of Liberia, Liberia

Makerere University, Uganda

University of Makeni, Sierra Leone

University of Science Commerce and Business Administration, Cotonou, Benin

University of Science and Technology, Togo

University of Kara, Togo

University of Ghana, Legon, Accra. Ghana

University of Rwanda

Universite Abdel Nasser De Conakry, Guinea.

9.2 APPENDIX II: MINUTES OF COMMITTEE MEETING OF FRIDAY 5TH NOVEMBER 2021

LAGOS STATE UNIVERSITY
OFFICE OF THE VICE CHANCELLOR
AFRICA CENTRE FOR EXCELLENCE IN INNOVATIVE AND TRANSFORMATIVE STEM EDUCATION

MINUTES OF MEETING OF THE VICE CHANCELLOR'S COMMITTEE ON REGIONAL STRATEGY HELD ON FRIDAY, 5TH NOVEMBER, 2021, AT 10.00AM IN THE CONFERENCE ROOM, DVC'S OFFICE, RAJI FASHOLA SENATE BUILDING, LASU MAIN CAMPUS, OJO.

1.0: MEMBERSHIP

A. Attendance

1.	Professor Adenike Boyo	-	Deputy Vice Chancellor (Admin.)/ Chairperson
2.	Professor Rasheed Sanni	-	Director/Centre Leader, ACEITSE
3.	Professor Joseph Olagunju	-	Dean, Postgraduate School
4.	Professor Rafiu Okuneye	-	Head, Epe Campus/Director, Quality Assurance
5.	Professor Abayomi Omobitan	-	Dean, Social Sciences
6.	Professor Ayokunle Enikuomehin	-	Director, DICT
7.	Mrs. Morounkeji Olanrewaju-John	-	M & E Officer, ACEITSE/DAP
8.	Mrs. Basirat Oyediran	-	Deputy Registrar

2.0: COMMENCEMENT/CHAIRPERSON'S OPENING REMARKS

The meeting commenced at 10.00 a.m. The Deputy Vice Chancellor (Administration) and Chairperson, Professor Adenike Boyo welcomed members and wished the meeting fruitful deliberation. Thereafter, she invited members to consider the agenda for the meeting.

3.0: CONSIDERATION AND ADOPTION OF AGENDA FOR THE MEETING

The Agenda for the meeting of Friday, 5th November, 2021 was considered. The Agenda was adopted on the motion moved by the Director, DICT and supported by the Dean, Postgraduate School.

SUBSTANTIVE ISSUES

4.0: PURPOSE OF COMMITTEE

The Chairperson explained the purpose of setting up the Committee to members which bothered on the expectations and implementation of the

World Bank ACE projects. Thereafter, she read out the content of the Vice Chancellor's memorandum to the committee. The Vice Chancellor, among other things, clearly outlined the process for achieving institutional approval.

The Director/Centre Leader, ACEITSE further explained the expectations of the World Bank.

5.0 BRIEF ON THE ACE-IMPACT PROJECT AND ITS PECULAIRITIES

The Director/Centre Leader, ACEITSE briefed the meeting on the ACE-Impact project and DLI peculiarities. He explained that the Lagos State University is poised to institute collaborations with interested institutions within the West African Region. To begin with, a regional strategy policy is being developed to provide a pathway for this. The current effort is being implemented under the World Bank's ACE-Impact Project.

He further explained that the ACE-Impact Project has five broad objectives, three of which are the driving this latest effort of the University. Three of the objectives are:

(i.) Enhance capacity to deliver regional high quality training to address development challenges;
(ii.) Enhance capacity to deliver applied research to address regional development challenges; and
(iii.) Build and strengthen regional and international academic partnerships to improve quality of education in other institutions within the region.

He, thereafter, stated that ACE-Impact project aligns with the overall strategic plan of the university, which provides the overall strategic approach for the University as a citadel of learning in Lagos State; and approach towards becoming the best in West Africa. Thus, this regional strategy is prepared to sync with the aspiration of the current administration, of driving the institution towards becoming a world-class institution, the best in West Africa that is responsive to, and connects with all students irrespective of context, age or social class.

After extensive discussion, the Chairperson urged members to brace up for the challenges ahead. She, therefore, requested each member to look around for information on the status of the University in terms of regional presence and what can be done that could be done to make the University a regional hub.

5.0: DLIs IN BREIF WITH FOCUS ON DLI 7 (INSTITUTIONAL IMPACT)

The Director/Centre Leader, ACEITSE informed members of the disbursement-linked indicators (DLIs) operations.

He mentioned that LASU is expected to earn USD6,000,000 from the World Bank in the four years of project implementation. This is about ₦1.8billion. The Centre is to train Master's and PhD Master STEM teachers with national, regional and global fame; and also to deliver short courses in in-service training of science teachers, educators and administrators. Huge premium is on regional outlook than national.

The project operates on the result-linked disbursement model whereby different proportions of the grant are associated with indicator results accomplishment of

which triggers the release of such proportions. Thus, there are seven disbursement-linked indicators. Disbursement of funds is tied to achievement of results on each indicator or indicator milestone as shown in the table below:.

Code	Indicator Title	Allocation
DLI 1	Institutional Readiness	600,000
DLI 2	Development Impact of ACE Centre	200,000
DLI 3	Quantity of Students (focus on gender and regionalization)	837,000
DLI 4	Quality of Education and Research	1,980,000
DLI 5	Relevance of Education and Research	1,153,000
DLI 6	Timeliness and Quality of Fiduciary Reporting	225,000
DLI 7	Institutional Impact (for the host institution i.e. Management)	975,000

He also mentioned that by 2023, any outstanding (unspent) monies would be shared to other Centres. Several ACE 1 Centres in Nigeria lost a lot of money. Others, who performed well, got additional funds from the monies shared. By the close of the project, all monies in the account of the Centre belong to the World Bank and will be mopped up.

Based on the above, members noted that part of the grant may be lost due to poor performance on some indicators. ACEITSE leadership is hopeful to earn every cent (kobo) of the grant. However, this requires maximum support from the University Management and Council. There are indicators or indicator milestones that cannot be achieved without the university putting in some form of investments.

In line with the desire of the Vice Chancellor, the members agreed that the University should develop an Institutional Regional Strategy as shown below:

The main concern should therefore, be DLI 7: Institutional Impact – 975,000 as broken down below:

DLR 7.1: ACE Impact host institution develops and endorses a meaningful university- wide regional strategy (including student affairs)

DLR 7.3: ACE Impact host institution undertakes institutional wide international accreditation, gap assessments and self-evaluations following established methodology

DLR 7.4: ACE Impact host institution participates in the PASET Regional Benchmarking initiative and submits on the required indicators

DLR 7.6: ACE Impact host institution ICT Services for Innovation in Teaching and Research and participation in NUC NgREN

DLR 7.1: Institutional Regional Strategy (USD 100 000)

The university will develop a regional strategy plan A strategy that will see Faculties and departments within the university having on their enrolments students that are from West Africa and other African countries. The committee being led by the DVC (Administration) will develop a university wide strategy that will ensure this for the university. For involvement of the University Leadership, a committee of the University headed by one of the Professor Adenike Boyo (DVC Administration) with the Dean of Postgraduate School, Director of Quality Assurance, Centre Director (ACEITSE), Director (ICT), and M&E Officer (ACEITSE) as membership has been put in place to work out and oversee the implementation of the regional strategy. The developed strategy will go through the institutional process for approval. The Committee has till March 2022 for developed strategy to be completed and pass through the process of approval. **Verification criteria** 1. Charge by the VC / A written memo by the VC to: • Set up a committee for discussing the regional strategy • Clearly outline the process for achieving institutional approval. • Signed by the VC on a letterhead. 2. A copy of the: • List of Committee Members • Minutes of committee Meetings (These two will be used to analyze broad stakeholder engagement) 3. OK by AAU engaged independent expert 4. Copy of endorsed Regional Strategy and link to same on university website 5. Confirmation of approval of institutional regional document (Stamped and signed by the VC)	March 2022	USD 100 000	USD 100 000

7.0: MODUS OPERANDI

The meeting deliberated on the modus operandi to be adopted in achieving the various tasks before the Committee.

After deliberation, the Committee agreed as follows:

(I.) The Director should interface with other Centre Leaders and provide guidance required on the task ahead; and

(II.) Each member should look around for any information that would be useful for the Committee in the discharge of its responsibilities.

8.0: ADJOURNMENT/CLOSING

The meeting ended at 10.00 a.m. and the motion for adjournment of the meeting was moved by the Head, Epe Campus/Director, Quality Assurance and seconded by the Dean, Faculty of Social Sciences.

…… ……..

Professor Adenike Boyo
Deputy Vice Chancellor (Administration)/
Chairperson

Mrs. Basirat Oyediran
Deputy Registrar/Secretary

9.3 APPENDIX III: MINUTES OF COMMITTEE MEETING OF WEDNESDAY 9TH FEBRUARY 2022

LAGOS STATE UNIVERSITY

OFFICE OF THE VICE CHANCELLOR

AFRICA CENTRE FOR EXCELLENCE IN INNOVATIVE AND TRANSFORMATIVE STEM EDUCATION

MINUTES OF MEETING OF THE VICE CHANCELLOR'S COMMITTEE ON REGIONAL STRATEGY HELD ON FRIDAY, 9TH FEBRUARY, 2022, AT 10.00AM IN THE CONFERENCE ROOM, DVC'S OFFICE, RAJI FASHOLA SENATE BUILDING, LASU MAIN CAMPUS, OJO.

1.0: MEMBERSHIP

A. Attendance

9.	Professor Adenike Boyo	-	Deputy Vice Chancellor (Admin.)/ Chairperson
10.	Professor Rasheed Sanni	-	Director/Centre Leader, ACEITSE
11.	Professor Joseph Olagunju	-	Dean, Postgraduate School
12.	Professor Rafiu Okuneye Quality	-	Head, Epe Campus/Director, Assurance
13.	Professor Abayomi Omobitan	-	Dean, Social Sciences
14.	Professor Ayokunle Enikuomehin	-	Director, DICT
15.	Mrs. Morounkeji Olanrewaju-John	-	M & E Officer, ACEITSE/DAP
16.	Mrs. Basirat Oyediran	-	Deputy Registrar

2.0: COMMENCEMENT/CHAIRPERSON'S OPENING REMARKS

The meeting commenced at 10.00 a.m. with the Deputy Vice Chancellor (Administration) and Chairperson, Professor Adenike Boyo presiding. She welcomed members to the meeting.

In her opening remarks, the Chairperson appealed to all members to take the assignment seriously. She added that the Vice Chancellor had so much respect for members and expects nothing short of success. The Chairperson explained that the Committee should ensure the University fully utilized every cent granted to it.

3.0: CONSIDERATION AND ADOPTION OF AGENDA FOR THE MEETING

The Agenda for the meeting of Friday, 9th February, 202 was considered and adopted a motion moved by the Director, Directorate of Information and Communication Technology (DICT) and supported by the Head, Epe Campus/Director, Quality Assurance.

4.0: CONSIDERATION AND ADOPTION OF MINUTES OF THE MEETING HELD ON FRIDAY, 5TH NOVEMBER, 2022

The minutes of the meeting held on Friday, 5th November, 2022 was considered and adopted as the correct record of proceedings. The motion for adoption of the minutes was moved by the Director/Centre Leader, ACEITSE and supported by the Head, Epe Campus/Director, Quality Assurance.

5.0: MATTERS ARISING FROM MINUTES OF THE MEETING HELD ON FRIDAY, 5TH NOVEMBER, 2022

1. MODUS OPERANDI - REPORT FROM DIRECTOR/CENTRE LEADER, ACEITSE

The Committee received the report of the Director/Centre Leader, ACEITSE on the interface with other Centre Leaders, as follows, that:

(i.) A few Centres that had submitted their regional strategies what it rejected for each of them; and

(ii.) Many of the Centres were struggling.

He, therefore, advised that the Committee should convene an internal stakeholders' consultation involving Deans and Directors within the University and to decide, among other things, the Universities within the sub-region to include in the consultation and ultimate collaboration.

The purpose of the stakeholders' consultation was to intimate the members of the University community on the current regionalization drive of the University and solicit their support and cooperation. The collaboration requests were to determine the interest of various universities in the (West) African sub-region to collaborate with LASU.

He further advised that a form should be designed to extract areas of focus from a wider group comprising of internal and external institutions.

During consideration of the report, members agreed to hold the internal stakeholders' consultation in March, 2022 and the external stakeholders' consultation in April, 2022.

Members also agreed to that the Director/Centre Leader should design a google form to solicit information on areas of focus from the wider community.

2. MODUS OPERANDI - REPORT OF MEMBERS

The Committee received various submissions from members. The Committee noted that though the University already had some international presence and collaborations, they were largely with Universities outside Africa.

The meeting, therefore, reiterated that the Committee should:

(i.) conduct stakeholders' consultations within the University and with other Universities in (West) Africa;
(ii.) send a collaboration request to selected Universities within the (West) African sub-region;
(iii.) to conduct a survey; and
(iv.) source and report on the results of the latest SWOT analysis conducted by the University.

The Committee further noted that the survey was aimed at determining the areas in which the institution can explore that would be of benefit to other universities in the sub-region. Ultimately, an enlarged committee was saddled with the responsibility of implementing this regional strategic plan.

After deliberation, the Committee agreed to invite all Deans of Faculties/Schools and Directors of Academic Centres to the stakeholders' meeting in March, 2022.

In addition, the Committee urged the Director/Centre Leader. ACEITSE put in place necessary measures with a view to ensure a successful discussion.

6.0: ADJOURNMENT/CLOSING

The meeting ended at 10.00 a.m. and the motion for adjournment of the meeting was moved by the Head, Epe Campus/Director, Quality Assurance and seconded by the Dean, Faculty of Social Sciences.

…… ……

Professor Adenike Boyo
Deputy Vice Chancellor (Administration)/
Chairperson

Mrs. Basirat Oyediran
Deputy Registrar/Secretary

9.4 APPENDIX IV: MINUTES OF COMMITTEE MEETING WITH STAKEHOLDERS (DEANS AND DIRECTORS) OF TUESDAY 15TH MARCH 2022

LAGOS STATE UNIVERSITY

OFFICE OF THE VICE CHANCELLOR

AFRICA CENTRE FOR EXCELLENCE IN INNOVATIVE AND TRANSFORMATIVE STEM EDUCATION

MINUTES OF MEETING OF THE VICE CHANCELLOR'S COMMITTEE ON REGIONAL STRATEGY HELD ON FRIDAY, 5TH NOVEMBER, 2021, AT 10.00AM IN THE CONFERENCE ROOM, DVC'S OFFICE, RAJI FASHOLA SENATE BUILDING, LASU MAIN CAMPUS, OJO.

1.0: MEMBERSHIP

A. Attendance

17.	Professor Adenike Boyo	-	Deputy Vice Chancellor (Admin.)/ Chairperson
18.	Professor Rasheed Sanni	-	Director/Centre Leader, ACEITSE
19.	Professor Joseph Olagunju	-	Dean, Postgraduate School
20.	Professor Rafiu Okuneye	-	Head, Epe Campus/Director, Quality Assurance
21.	Professor Abayomi Omobitan	-	Dean, Social Sciences
22.	Professor Ayokunle Enikuomehin	-	Director, DICT
23.	Mrs. Morounkeji Olanrewaju-John	-	M & E Officer, ACEITSE/DAP
24.	Mrs. Basirat Oyediran	-	Deputy Registrar

Invitees

1.	Professor T. M. Salisu	-	Dean, Faculty of Arts
2.	Professor S. O. Makinde	-	Dean, Fcaulty of Education
3.	Professor N. A. Raji	-	Dean, Faculty of Engineering
4.	Professor A. G. Olagunju	-	Dean, Faculty of Law
5.	Professor R. O. Akewusola	-	Dean, Faculty of Management Sciences
6.	Professor S. L. Akintola	-	Dean, Faculty of Science
7.	Professor S. O. Alawode	-	Dean, AASOC
8.	Professor O. T. Abanikanda	-	Acting Dean, School of Agriculture
9.	Professor C. O. Asenime	-	Dean, School of Transport
10.	Professor Y. A. Dauda	-	Director, LASU Foundation Programme
11.	Professor A. E. Okubena-Dipeolu	-	Director, LASUDA

12.	Professor K. A. Yusuf	-	Director, CESSED
13.	Professor J. O. Adeogun	-	Director, Sandwich Programme
14.	Professor D. Oguntola-Laguda	-	Director, School of Part-Time Studies
15.	Prof. K. O. Akinyemi	-	Director, LASU Directorate of Linkages, Partnerships and Collaborations
16.	Dr. H. Sanni	-	Acting Director, Directorate of Skills Development and Entrepreneurship
17.	Professor A. A. Adeneye	-	Director, Directorate of Research Management and Innovations
18.	Professor O. Obadofin Career	-	Director, Lagos State University Development Centre
19.	Professor O. B. Adu	-	Director of LASU Ventures

2.0: COMMENCEMENT/CHAIRPERSON'S OPENING REMARKS

The meeting commenced at 10.10 a.m. The Deputy Vice Chancellor (Administration) and Chairperson, Professor Adenike Boyo presided over the meeting. She welcomed everyone to the meeting, particularly the Deans of Faculties/Schools and Directors of Academic Directorates/Centres.

The Chairperson, in her opening remarks, informed that the purpose of the stakeholders' consultation was to intimate the members of the University community of the current regionalization drive of the University and solicit their support and cooperation.

She explained that the Vice Chancellor, on assumption of office, pursued her vision of making the institution the best in West Africa with vigour.

She added that the entire Management Team as well as the staff and students are expected to key into making it a reality. She further explained that it was part of the Vice Chancellor's mission statement to make LASU the best state university in Africa with the highest and finest level of academic excellence, research standards and regional relevance; and to make the university a research, innovation, and development hub for Lagos State and national development; and for the West African sub region. As part of stage setting for this, the university:

(i.) Encourages the development of best practices in teaching and learning strategies, research, counselling, and techniques of class management;
(ii.) Has expanded undergraduate programmes in the university with the establishment of new faculties – two at College of Medicine and one on the main campus;
(iii.) Encourages academic staff to pursue research in their field of specialization and in collaboration with researchers around the globe; and
(iv.) Driving the availability of research outputs to industries and government for national growth and development;
(v.) Prioritises research and innovation culture, skills and management for the university

(vi.) Provides modern facilities and state of the art research equipment in specialized research centers for cutting edge scientific and technological research;
(vii.) Puts in place policies for patents and ethics of research; and
(viii.) Encourages collaboration with industries, government, research institutes, universities local and internationally

3.0: CONSIDERATION AND ADOPTION OF AGENDA FOR THE MEETING

The agenda for the meeting of Tuesday, 15th March, 2022 was considered. The motion for adoption of the agenda was moved by the M & E Officer, ACEITSE/DAP and supported by the Dean, Postgraduate School.

4.0: CONSIDERATION AND ADOPTION OF MINUTES OF THE MEETING HELD ON FRIDAY, 5TH NOVEMBER, 2022

The minutes of the meeting held on Friday, 9th February, 2022 was considered and adopted as the correct record of proceedings.

The motion for adoption of the minutes was moved by the Director, Directorate of Information and Communication Technology and seconded by the Dean, Faculty of Social Sciences.

5.0: MATTERS ARISING FROM MINUTES OF THE MEETING HELD ON FRIDAY, 5TH NOVEMBER, 20224.0: PURPOSE OF COMMITTEE

The Committee noted that all its decision had been duly conveyed.

SUBSTANTIVE ISSUE

6.0: DISCUSSION OF THE COMMITTEE WITH DEANS AND DIRECTORS

The Director/Centre Leader, ACEITSE made a presentation on the ACE-Impact project and DLI peculiarities. He described the DLI7 as an indicator that is aimed at providing some funds for the University to use in providing some funds for the University to use provide some of its need.

The Director/Centre Leader, ACEITSE in his presentation to members on the ACE-Impact project objectives, explained, as follows, that:

Objectives of Regional Strategy

- One of the underlying principles of the ACE Impact project is its regional scope. All participating countries will benefit from the excellence that exists within the 11 participating countries, and indeed within the broader sub-Saharan Africa region.
- This regional scope leverages on the national resources invested in the ACE Impact project and enables and facilitates actions that both take advantage of regional excellence outside of a particular country; and share national excellence with other countries in the region.
- Postgraduate students from throughout the region are encouraged to attend Centers of Excellence or other programmes in their host

institutions in order to receive a world-class education in West Africa; benefit from regional research collaborations; leverage different skills, equipment, and resources that may exist in a particular thematic discipline; faculty members in one country may receive training from regional academic leaders; departments can share regionally generated, and regionally focused, digital courses/modules with other universities in SSA; regional companies can easily seek out the best academic researchers to address critical RD&I questions, and regionally generated short courses can be easily delivered in multiple countries.

- To foster and strengthen regionality in ACE Impact, several DLIs focus on regional activities and actions, and in some case provide additional monies for regionally focused, as compared to national, results.

Scope of this Regional Strategic Plan

- The scope of this strategy will be both national and regional within a period of five years.
- At the National level, the university will be the first choice for prospective students from all parts of Nigeria both for undergraduate and postgraduate programmes; and regional level, students (especially postgraduate) from different parts of Africa, particularly West Africa, will consider the university as their first-choice institution for their postgraduate studies.
- The strategic plan will guide the university and its academic departments/Centre and non-academic units of operations on its regional approach and activities, as a component of the overall strategic plan of the university.
- Specifically, it will strengthen teaching and learning, research collaboration, digital skills acquisition and exchange, as well as ICT infrastructure within the University and across the sub-region.
- The strategic plan, it is hoped, will have a time frame of five years from the date of its approval.

The meeting, during deliberation received information that a survey had been designed which was aimed at determining the areas in which the institution can explore to benefit the other universities in the sub-region. Ultimately, an enlarged committee was saddled with the responsibility of implementing this regional strategic plan.

The Chairperson, therefore, emphasized the need for all stakeholders to commit to the ACE-Impact project as she counted on the experience and support of the Deans and Directors in this support by the World Bank towards making our university a regional hub.

The meeting, thereafter, agreed:

(i.) to provide postgraduate training for interested staff members of the universities; and

(ii.) to engage in exchange visits and to also emphasise the need for wider consultations especially with the universities in focus.

8.0: ADJOURNMENT/CLOSING

The Chairman thanked everyone and informed the meeting that the committee is already working on a google form to be used to collect activities that the regional strategy would focus on from a wider group.

She also informed that the Committee would meet the institutions in our target in another stakeholders' consultative meeting in April 2022.

The meeting ended at 11.35a.m. on a motion for adjournment of the meeting was moved by the Director, DICT and seconded by the Dean, Faculty of Social Sciences.

.....	.....
Professor Adenike Boyo	**Mrs. Basirat Oyediran**
Deputy Vice Chancellor (Administration)/ Chairperson	Deputy Registrar/Secretary

9.5 APPENDIX V: MINUTES OF ONLINE COMMITTEE MEETING WITH EXTENDED STAKEHOLDERS (REGIONAL UNIVERSITIES) OF TUESDAY 19TH APRIL 2022

LAGOS STATE UNIVERSITY

OFFICE OF THE VICE CHANCELLOR

AFRICA CENTRE FOR EXCELLENCE IN INNOVATIVE AND TRANSFORMATIVE STEM EDUCATION

MINUTES OF ONLINE MEETING OF THE VICE CHANCELLOR'S COMMITTEE ON REGIONAL STRATEGY HELD ON TUESDAY, 19TH APRIL, 2022, AT 10.00AM IN THE CONFERENCE ROOM, DVC'S OFFICE, RAJI FASHOLA SENATE BUILDING, LASU MAIN CAMPUS, OJO.

1.0: MEMBERSHIP

A. Present

25.	Professor Adenike Boyo	-	Deputy Vice Chancellor (Admin.)/ Chairperson
26.	Professor Rasheed Sanni	-	Director/Centre Leader, ACEITSE
27.	Professor Joseph Olagunju	-	Dean, Postgraduate School
28.	Professor Rafiu Okuneye	-	Head, Epe Campus/Director, Quality Assurance
29.	Professor Abayomi Omobitan	-	Dean, Social Sciences
30.	Professor Ayokunle Enikuomehin	-	Director, DICT
31.	Mrs. Morounkeji Olanrewaju-John	-	M & E Officer, ACEITSE/DAP
32.	Mrs. Basirat Oyediran	-	Deputy Registrar

B. In-Attendance

1. Representative of University of Liberia, Liberia
2. Representative of University of Education, Winneba. Ghana
3. Representative of Makerere University, Uganda
4. Representative of University of Gambia, The Gambia
5. Representative of University of Burundi, Burundi
6. Representative of University of Science Commerce and Business Administration, Cotonou, Benin
7. Representative of University of Science and Technology, Togo
8. Representative of University of Kara, Togo
9. Representative of University of Ghana, Legon, Accra. Ghana
10. Representative of University of Rwanda
11. Representative of Universite Abdel Nasser De Conakry, Guinea.

12. Representative of Universite Abdoul Moumouni, Niger.

2.0: COMMENCEMENT/CHAIRPERSON'S OPENING REMARKS

The meeting commenced at 10.05a.m. with the Deputy Vice Chancellor (Administration) and Chairperson, Professor Adenike Boyo presiding. She welcomed members to the meeting.

In her opening remarks, the Chairperson informed that the meeting was convened to explore areas where universities in the region can collaborate and would require support.

3.0: CONSIDERATION AND ADOPTION OF AGENDA FOR THE MEETING

The Agenda for the meeting of Friday, 9th February, 202 was considered and adopted a motion moved by the Director, Directorate of Information and Communication Technology (DICT) and supported by the Head, Epe Campus/Director, Quality Assurance.

4.0: CONSIDERATION AND ADOPTION OF MINUTES OF THE MEETING HELD ON FRIDAY, 5TH NOVEMBER, 2022

The minutes of the meeting held on Friday, 5th November, 2022 was considered and adopted as the correct record of proceedings. The motion for adoption of the minutes was moved by the Director/Centre Leader, ACEITSE and supported by the Head, Epe Campus/Director, Quality Assurance.

5.0: MEETING WITH INTERNAL STAKEHOLDERS AND INVITED INSTITUTIONS

The Director/Centre Leader, ACEITSE gave a brief on the ACE–Impact project. He described the DLI 7.i as a sub-indicator that is aimed making the university a regional hub in certain aspects of our operation and seeing to improvement of service delivery in other universities within the region.

Speaking further, he informed the meeting that one of the underlying principles of the ACE Impact project is its regional scope. All participating countries will benefit from the excellence that exists within the 11 participating countries, and indeed within the broader sub-Saharan Africa region. This regional scope leverages on the national resources invested in the ACE Impact project and enables and facilitates actions that both take advantage of regional excellence outside of a particular country and share national excellence with other countries in the region.

He explained that the University through the Committee held consultations with internal stakeholders wherein sensitization and data gathering processes were rounded up with the design and use of a google form to determine the elements and focus of LASU World Bank's ACE-Impact's driven regional strategy.

The data from the survey showed the preponderance of seven activities out of the twenty that were identified in the survey. These are:

(i.) Organization of joint conferences and seminars
(ii.) Students and faculty exchanges for teaching and/or research

(iii.) Developing specialized short-term programs for industry professionals for further development
(iv.) Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching
(v.) Upgrade faculty qualifications (through regional collaboration)
(vi.) Increase Master's and PhD students (including through scholarships) to attract young talent
(vii.) Assist faculty/PG students in training e.g., grant-proposal writing, publication preparation (translation, editorial support), etc.

The Director/Centre Leader, ACEITSE also explained that the seven activities formed the nucleus of the regional strategic plan. These regional activities was as a result of laborious consultations with the different stakeholders, and the ultimate survey conducted on the activities to focus in this regional strategy, seven activities (with some sub-activities) came out. The activities span the three regional objectives of the ACE-Impact project:

1. Regional and International Academic Partnerships

- **Organization of joint conferences and seminars**
  This activity involves planning and delivery of seminars, conferences and workshops on a yearly basis (for conference); every six months (for seminars and workshops). This activity will domicile in the Research and innovation office of the University.
- **Students and faculty exchanges for teaching and/or research**
  This is a two-way activity. The regional strategy committee will work with Faculties in the other universities to provide guidelines for eligibility and selection. These will be used to select students and staff for exchange visits with other universities in the collaboration.

2. Delivery of High-Quality Regional Training

- **Developing specialized short-term programs for industry professionals for further development**
  The Lagos State University Directorate of ICT and LASU Consult do specialised professional trainings for different professionals. The two units will organized trainings for staff and students in this collaboration as needed.
- **Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching**
  The Lagos State University Faculty of Education trains students as well as staff of universities in pedagogy. The faculty, together with the ACEITSE, a teacher development Centre, will design and train lecturers in this collaboration on pedagogies that are student-centred and improved teaching quality.
- **Upgrade faculty qualifications (through regional collaboration)**
  The regional strategy committee will incentivize Faculties who are still under-qualified or not qualified, in the collaboration, to pursue higher

degrees in Lagos State University. The incentive will include free tuition for the programmes.

3. **Delivery of Applied Research for Regional Development**

- **Increase Master's and PhD students (including through scholarships) to attract young talent**
  The regional strategy committee will scout for young and talented individuals that are desirous of higher degrees to pursue higher degrees in Lagos State University. The incentive will include provision of scholarship for the awardees.
- **Assist Faculty/PG students in training e.g., grant-proposal writing, publication preparation (translation, editorial support), etc.**
  The Lagos State University Research and Innovation Directorate will organize workshops to train faculty/PG students within the collaboration in the art of grant writing, assist in preparation of manuscripts for publication and translation of reports for proper dissemination.

After extensive deliberations, stakeholders' at the meeting suggested some focus areas which include providing postgraduate trainings in specific disciplines and teaching improvement trainings.

The Committee received information that there was a need to co-opt other members of staff and a few individuals to a retreat with a view to complete the draft paper. This was shared with the substantive Committee and the Vice Chancellor for their views before transmitting to the RFU/AAU for verification and external review.

6.0: ADJOURNMENT/CLOSING

The Chairperson thanked everyone for attending the meeting. She informed the meeting that the Committee is already working on a google form to be used to collect activities that the regional strategy would focus on from a wider group.

She also informed that the link to the form would be circulated to them and asked that when that is done, they should share widely in their respective institutions.

The meeting adjourned at 11.45a.m. on a motion moved by the Director, DICT and seconded by the M & E Officer, ACEITSE/DAP.

…… ……..

Professor Adenike Boyo
Deputy Vice Chancellor (Administration)/
Chairperson

Mrs. Basirat Oyediran
Deputy Registrar/Secretary

9.6 APPENDIX VI: MINUTES OF COMMITTEE MEETING OF WEDNESDAY 17TH AUGUST 2022

LAGOS STATE UNIVERSITY

OFFICE OF THE VICE CHANCELLOR

AFRICA CENTRE FOR EXCELLENCE IN INNOVATIVE AND TRANSFORMATIVE STEM EDUCATION

MINUTES OF MEETING OF THE VICE CHANCELLOR'S COMMITTEE ON REGIONAL STRATEGY HELD ON WEDNESDAY, 17TH AUGUST, 2022, AT 10.00AM IN THE CONFERENCE ROOM, DVC'S OFFICE, RAJI FASHOLA SENATE BUILDING, LASU MAIN CAMPUS, OJO.

1.0: MEMBERSHIP

A. Attendance

33.	Professor Adenike Boyo	-	Deputy Vice Chancellor (Admin.)/ Chairperson
34.	Professor Rasheed Sanni	-	Director/Centre Leader, ACEITSE
35.	Professor Joseph Olagunju	-	Dean, Postgraduate School
36.	Professor Abayomi Omobitan	-	Dean, Social Sciences
37.	Professor Ayokunle Enikuomehin	-	Director, DICT
38.	Mrs. Morounkeji Olanrewaju-John	-	M & E Officer, ACEITSE/DAP
39.	Mrs. Basirat Oyediran	-	Deputy Registrar

A. Absent with Apology

1.	Professor Rafiu Okuneye	-	Head, Epe Campus/Director, Quality Assurance

2.0: COMMENCEMENT/CHAIRPERSON'S OPENING REMARKS

Chairperson opens and reiterate the interest of the University Management in the assignment, adding that the VC has requested update on the assignment as the workshop in Cotonou made it clear to her that ACEITSE is lacking behind on many indicators including DLI 7. She, again mentioned that for the VC, LASU must get every cent that has been granted to us on the ACE-Impact project.

3.0: CONSIDERATION AND ADOPTION OF AGENDA FOR THE MEETING

The Agenda for the meeting of Wednesday, 17th August, 2022 was considered. The Agenda was adopted on the motion moved by the Professor Omobitan and seconded by Mrs. Olanrewaju-John.

4.0: CONSIDERATION OF THE MINUTES OF PREVIOUS MEETING

The minutes of the fourth meeting of the committee was circulated and read. Some corrections were made before the minutes was adopted on a motion, which was moved by Professor Omobitan and seconded by Professor Sanni.

SUBSTANTIVE ISSUES

5.0 REPORT FROM DIRECTOR

Director reports that the committee is on the right track making reference to the recently held stakeholders' consultations. He informs further that there was an online workshop on DLI 7.1, which he attended and listed the activities that have been suggested for institutions to consider in the regional strategies. He then posits that the nest for the team is to consider the google form, which he shared the link with members for their comments and review. Members discussed the points raised by the Director and considered the form one item after the other, making correction as necessary. At the end of the day the Director was asked to finalise the form and share to members for final look through before circulation by middle of September.

6.0: NEXT STEPS AND RESPONSIBILITIES

It was decided that upon receiving responses from stakeholders on the form, the team should go for a retreat where the regional strategy would be put together. It was agreed that the retreat should hold from Thursday 27th to Sunday 30th October 2022. The Director was mandated to seek approval for the retreat from the VC; and also to look around for other staff members that can be called upon to join the team in the writing. The Director/Centre Leader, ACEITSE informed members of the disbursement-linked indicators (DLIs) operations.

8.0: ADJOURNMENT/CLOSING

The meeting ended at 10.50 a.m. and the motion for adjournment of the meeting was moved by the Head, Epe Campus/Director, Quality Assurance and seconded by the Dean, Faculty of Social Sciences.

.....	.....
Professor Adenike Boyo	**Mrs. Basirat Oyediran**
Deputy Vice Chancellor (Administration)/ Chairperson	Deputy Registrar/Secretary

9.7 APPENDIX VII: MINUTES OF COMMITTEE MEETING OF MONDAY 31ST OCTOBER 2022

LAGOS STATE UNIVERSITY

OFFICE OF THE VICE CHANCELLOR

AFRICA CENTRE FOR EXCELLENCE IN INNOVATIVE AND TRANSFORMATIVE STEM EDUCATION

MINUTES OF MEETING OF THE VICE CHANCELLOR'S COMMITTEE ON REGIONAL STRATEGY HELD ON MONDAY, 31st OCTOBER, 2022, AT 10.00AM IN THE CONFERENCE ROOM, DVC'S OFFICE, RAJI FASHOLA SENATE BUILDING, LASU MAIN CAMPUS, OJO.

1.0: MEMBERSHIP

A. Attendance

40.	Professor Adenike Boyo	-	Deputy Vice Chancellor (Admin.)/ Chairperson
41.	Professor Rasheed Sanni	-	Director/Centre Leader, ACEITSE
42.	Professor Joseph Olagunju	-	Dean, Postgraduate School
43.	Professor Rafiu Okuneye	-	Head, Epe Campus/Director, Quality Assurance
44.	Professor Abayomi Omobitan	-	Dean, Social Sciences
45.	Professor Ayokunle Enikuomehin	-	Director, DICT
46.	Mrs. Morounkeji Olanrewaju-John	-	M & E Officer, ACEITSE/DAP
47.	Mrs. Basirat Oyediran	-	Deputy Registrar

2.0: COMMENCEMENT/CHAIRPERSON'S OPENING REMARKS

The Chairperson opens and congratulates everyone for the success of the retreat. She conveys the message of satisfaction from the Vice Chancellor; and urges that it is not over yet until it is all over. He then asks the Director/Centre Leader, ACEITSE take it from there and give a brief report together with our next steps.

3.0: CONSIDERATION AND ADOPTION OF AGENDA FOR THE MEETING

The Agenda for the meeting of Monday, 31st October, 2022, as circulated to everyone via the WhatsApp platform was considered. The Agenda was adopted after a motion moved by the Professor Enikuomehin and seconded by Professor Sanni, the Centre Leader.

4.0: CONSIDERATION OF THE MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting was read, some minor correction were made and the document was adopted on a motion, which was moved by Professor Olagunju and seconded by Professor Okuneye.

SUBSTANTIVE ISSUES

5.0 REPORT FROM DIRECTOR

- The Director reports that the committee with the co-opted members for the purpose of regional strategy drafting was at the planned retreat and that the strategy has been drafted and is being reviewed for good flow by himself. He promised to circulate to members by close of business same day. He reported that seven activities were identified from the stakeholders consultation and the responses of enlarged stakeholders to the items of the form circulated. The activities which form the major activities of the regional strategy for the university are: Organization of joint conferences and seminars; Students and faculty exchanges for teaching and/or research; Developing specialized short-term programs for industry professionals for further development; Upgrade teaching quality by running teaching-learning programs and providing student-centered teaching; Upgrade faculty qualifications (through regional collaboration); Increase Master's and PhD students (including through scholarships) to attract young talent; and Assist faculty/PG students in training e.g., grant-proposal writing, publication preparation (translation, editorial support), etc.

This was discussed by all members and the efforts of the Centre Director as well as the Chairperson and indeed, the Vice Chancellor in getting us to the level we are, particularly what the Director did between Sunday when the retreat ended and Monday, the meeting day, was noted with appreciation.

6.0: NEXT STEPS AND RESPONSIBILITIES

The meeting decided that members should review and return to the Director by lunch time on Tuesday November 1st 2022. The Director was mandated to finish up the strategy document afterwards by creating a good cover, table of contents and other necessary publishing regularities and ensure that the document is forwarded to AAU by Tuesday 1st November 2022.

8.0: ADJOURNMENT/CLOSING

The meeting ended at 11.22 a.m. and the motion for its adjournment was moved by the Head, Epe Campus/Director, Quality Assurance, Professor Okuneye and seconded by the Centre Leader, LASU-ACEITSE, Professor Sanni.

.....	.....
Professor Adenike Boyo	**Mrs. Basirat Oyediran**
Deputy Vice Chancellor (Administration)/ Chairperson	Deputy Registrar/Secretary