



## ACADEMIC BRIEF AS A STRATEGIC INSTRUMENT FOR EFFECTIVE UNIVERSITY MANAGEMENT IN NIGERIA: HISTORICAL DEVELOPMENT, IMPORTANCE AND FUTURE DIRECTIONS

By

**Niyi Jacob Ogunode**

Department of Educational Management, University of Abuja, Nigeria.

[Ogunodejacob@gmail.com](mailto:Ogunodejacob@gmail.com)

### Abstract

This paper examines the academic brief as a strategic planning instrument for effective university management in Nigeria. The paper traces the historical development of the academic brief within the Nigerian university system and discusses its evolution as an essential document for institutional planning, programme development, quality assurance, and sustainable growth. It explains the concept of an academic brief and highlights its importance in guiding academic planning, human resource development, infrastructure planning, financial management, institutional expansion, monitoring and evaluation, evidence-based decision-making, and regulatory compliance. Finally, practical recommendations are offered to strengthen the preparation, implementation, periodic review, and digitalization of academic briefs in Nigerian universities. The paper concludes that an up-to-date and well-implemented academic brief is indispensable for achieving academic excellence, institutional stability, quality assurance, and sustainable university development in Nigeria.

**Keywords:** Academic brief, university management, academic planning, higher education, strategic planning, Nigerian universities, quality assurance.

### Introduction

Universities are established to promote teaching, research, innovation, and community service. Achieving these objectives requires careful planning, effective leadership, prudent resource management, and continuous quality improvement. Consequently, universities develop strategic planning documents that provide direction for institutional development and ensure that academic programmes are implemented in an organized, efficient, and sustainable manner. Among these planning documents, the academic brief occupies a central position because it serves as the blueprint for the academic development of a university. The concept of the academic brief emerged alongside the expansion of university education in Nigeria after independence. When the first



generation universities including University of Ibadan, Ahmadu Bello University, University of Nigeria, and University of Lagos were established, institutional planning was relatively simple because the number of universities and academic programmes was limited. As enrolment increased and the higher education sector expanded during the 1970s and 1980s, there was a growing need for more comprehensive planning documents that could guide academic development, infrastructure provision, staffing, financial planning, and programme implementation.

The establishment of the National Universities Commission as the principal regulatory agency for university education strengthened institutional planning by introducing standards for programme development, resource verification, accreditation, and quality assurance. Universities were subsequently required to prepare comprehensive academic planning documents, including academic briefs, as part of the requirements for the establishment of new universities, faculties, colleges, schools, departments, institutes, and academic programmes. Over time, the academic brief became an indispensable component of university administration because it provides detailed information on the institution's philosophy, vision, mission, governance structure, academic programmes, staffing requirements, enrolment projections, physical facilities, financial implications, implementation strategies, and long-term development plans.

Today, virtually all public universities in Nigeria prepare and periodically review their academic briefs through their Academic Planning Units or Directorates of Academic Planning. The document is widely used during institutional planning, programme development, accreditation, resource verification, budgeting, monitoring and evaluation, and strategic decision-making. It also assists university management in aligning institutional development with national higher education policies and the Benchmark Minimum Academic Standards issued by the National Universities Commission. Despite its importance, relatively few scholarly publications have examined the academic brief as a strategic management instrument within Nigerian universities. Most existing discussions focus on accreditation, quality assurance, curriculum development, or institutional planning without giving adequate attention to the academic brief itself. This creates a gap in the literature regarding its historical evolution, institutional significance, and contribution to effective university management. It is against this background that this paper examines the historical development of the academic brief in Nigerian universities, explains its conceptual foundations and analyses its importance for university management

## **2.0 Conceptual terms**

### **2.1 Concept of university management**

University management is the systematic process of planning, organizing, coordinating, directing, and evaluating the human, financial, physical, technological, and academic resources of a university to achieve its teaching, research, community service, and innovation goals efficiently, effectively, and in accordance with institutional policies and national educational objectives.



University management is the art and science of mobilizing and coordinating people, resources, policies, and institutional processes to ensure the effective administration, sustainable development, and overall success of a university in fulfilling its core mandates of teaching, research, community engagement, and knowledge creation.

University management is the continuous process of making strategic decisions, coordinating academic and administrative activities, allocating institutional resources, and providing effective leadership to ensure that a university achieves excellence in teaching, research, innovation, and community service while maintaining quality standards and accountability. University management is the comprehensive administration of a university through effective planning, policy implementation, supervision, coordination, monitoring, and evaluation of academic and non-academic operations to promote institutional growth, good governance, quality education, and sustainable development.

## **2.2 Concept of academic brief**

An academic brief is a comprehensive academic development document that outlines a university's philosophy, vision, mission, objectives, academic pattern, organizational structure, and projections for future academic and physical growth. It serves as the blueprint for the orderly development of the institution (Ahmadu Bello University, 2022). An academic brief is a strategic planning document that specifies the long-term direction of a university by defining its academic programmes, supporting infrastructure, staffing requirements, enrolment projections, and implementation strategies required to achieve institutional goals (Ahmadu Bello University, 2022). An academic brief is an official university planning document prepared to guide academic management, programme development, quality assurance, resource allocation, and institutional decision-making in accordance with the guidelines of the National Universities Commission (NUC) (National Universities Commission, n.d.). An academic brief is a comprehensive institutional planning document that provides detailed information on the establishment, organization, implementation, monitoring, and future expansion of academic programmes while ensuring the systematic growth and sustainability of the university (University of Benin, n.d.).

An academic brief is a regulatory planning document that contains baseline institutional data, academic policies, development projections, and programme plans required for resource verification, accreditation, quality assurance, and compliance with National Universities Commission standards (University of Lagos, 2025). From the above, in this paper academic brief is a comprehensive strategic planning document that provides the framework for the establishment, operation, management, evaluation, and sustainable development of a university by defining its academic philosophy, programmes, human resources, infrastructure, financial requirements, governance structure, and long-term development priorities. An academic brief is a comprehensive planning document that outlines the philosophy, vision, mission, objectives, governance structure, academic programmes, admission policy, staffing requirements, physical facilities, financial



projections, student enrolment estimates, research priorities, and implementation strategies of a university. It serves as the academic blueprint upon which institutional development is built. Before a university introduces new programmes or expands existing ones, the academic brief provides the necessary information for planning, implementation, monitoring, and evaluation. For university management, the academic brief is more than an administrative requirement; it is a strategic management instrument that supports evidence-based decision-making. It enables management to coordinate academic activities, allocate resources efficiently, maintain quality standards, comply with regulatory requirements, and pursue sustainable institutional development. Without a well-prepared academic brief, universities are likely to experience uncoordinated expansion, duplication of programmes, poor resource utilization, inadequate staffing, and declining academic quality.

## **Method**

The strategic instrument for effective university management in Nigeria. The paper is a position paper that adopted a systematic literature review-based method. The method allows to collect and review the related previous literature from various online sources. With the aid of digital platform, the researcher collected secondary information to generate knowledge on this topic from 2015-2025. The position paper followed qualitative narrative design method. The researcher has visited different online sites to collect the previous literature and analyze strategic instrument for effective university management in Nigeria. The previous findings are critically analyzed and presented in different themes as on the strategic instrument for effective university management in Nigeria.

## ***Inclusion and exclusion criteria***

### **Inclusion**

This output of the literatures on the strategic instrument for effective university management in Nigeria presents an in-depth study and result that can infer conclusion on the topic. The study includes: online publication; conference paper, journals sorted from from reputable international journals such as CEON, Elsevier, Hindawi, JSTOR, IEEE, Learn Techlib, SAGE, Nebraska and Springer.

### **Exclusion**

Also, the literature review excludes information from edited books, preprints, monographs, information below 2015 and book chapters.

## **Result and discussion on Strategic Instrument for Effective University Management in Nigeria**

The following discussion highlights the importance of the academic brief to effective university management.



### **Provides Strategic Direction for Institutional Development**

One of the greatest contributions of an academic brief is that it provides a clear strategic direction for the university. Every successful institution requires a long-term vision supported by carefully defined goals, objectives, and implementation strategies. The academic brief serves as the document that communicates these priorities to university management and other stakeholders. Through the academic brief, management identifies the institution's academic philosophy, developmental priorities, expected areas of growth, and future aspirations (Iwerebor 2023). These clearly defined priorities enable university administrators to make decisions that are consistent with the institution's mission rather than responding to short-term pressures or personal interests. Strategic planning also enables management to anticipate future challenges such as increasing student enrolment, technological changes, labour market demands, and global developments in higher education. Instead of making reactive decisions, management can proactively develop policies and programmes that prepare the institution for future realities. A clearly articulated strategic direction promotes institutional stability because successive administrations can build upon existing development plans instead of abandoning ongoing projects. This continuity contributes to sustainable growth and strengthens public confidence in the university.

### **Guides Academic Planning and Programme Development**

Academic planning is one of the primary responsibilities of university management, and the academic brief serves as the foundation for this responsibility. It provides detailed information regarding the establishment, organization, expansion, review, and evaluation of academic programmes. The document specifies the faculties, colleges, schools, departments, and programmes to be established, including their objectives, admission requirements, graduation requirements, curriculum structure, and expected learning outcomes. This enables management to develop programmes that respond to national development priorities and international academic standards. The academic brief also assists management in determining the appropriate sequence for introducing new programmes. Rather than establishing programmes based solely on public demand or political pressure, management relies on evidence contained in the academic brief to ensure that necessary facilities, qualified academic staff, laboratories, workshops, libraries, and financial resources are available before programme commencement.

### **Facilitates Programme Accreditation and Regulatory Compliance**

Maintaining academic standards is a major responsibility of university management. The academic brief contributes significantly to this responsibility by providing comprehensive documentation required during programme accreditation and institutional quality assurance exercises. Regulatory agencies assess whether universities possess adequate academic staff, physical facilities, instructional resources, library holdings, laboratories, administrative structures, and financial capacity to sustain academic programmes. Most of this information is documented in the academic



brief. Because the document outlines programme objectives, staffing plans, curriculum design, enrolment projections, infrastructure requirements, and implementation schedules, it enables management to demonstrate institutional preparedness during accreditation visits. The academic brief also helps management identify deficiencies before accreditation exercises occur. Where gaps exist in staffing, infrastructure, or learning resources, corrective measures can be implemented in advance, thereby improving accreditation outcomes.

### **Supports Effective Resource Allocation**

Every university operates under financial and material constraints that require prudent management of available resources. The academic brief serves as an essential planning tool for allocating these limited resources efficiently. The document identifies the specific needs of every faculty, department, programme, and support unit. These needs include personnel, classrooms, laboratories, office accommodation, equipment, library resources, information technology facilities, and operational funding. With this information, management can prioritize expenditure based on institutional needs rather than subjective judgments. Resource allocation guided by the academic brief minimizes duplication of projects, reduces waste, and ensures equitable distribution of resources across academic units. Departments with urgent infrastructural or staffing deficiencies can receive timely intervention while maintaining fairness throughout the institution. The academic brief strengthens financial accountability because expenditure decisions are linked to approved institutional plans. This enhances transparency in budgeting and enables governing councils and other oversight bodies to monitor the effective use of university resources.

### **Enhances Infrastructure Development and Physical Planning**

The quality of university education depends largely on the availability of adequate teaching, learning, research, and administrative facilities. The academic brief provides management with comprehensive information required for systematic infrastructure planning and development. The document specifies the number and types of lecture theatres, classrooms, laboratories, workshops, studios, libraries, hostels, offices, medical facilities, sporting facilities, and other physical structures required to support academic activities. This enables management to develop infrastructure according to projected student enrolment and programme expansion. Infrastructure development guided by the academic brief reduces the likelihood of constructing unnecessary buildings while ensuring that priority projects receive adequate funding and timely completion. It also prevents congestion in classrooms and laboratories by aligning physical facilities with enrolment growth. The academic brief further supports long-term campus planning by providing projections for future expansion. University management can therefore acquire land, develop utility services, improve transportation networks, and expand physical infrastructure in an orderly manner rather than responding to emergencies. Well-planned infrastructure improves the learning environment, enhances staff productivity, strengthens institutional image, and contributes to the overall quality of teaching, research, and community service.





### **Assists Human Resource Planning**

Human resources are the backbone of every university. The quality of teaching, research, community service, and administration depends largely on the competence and adequacy of academic and non-academic staff. The academic brief provides university management with a systematic framework for planning human resources required to achieve institutional goals (Omoniyi, 2020). The document specifies the number of academic staff needed in each faculty, college, school, institute, and department based on student enrolment projections and programme requirements. It also indicates the categories of staff required, including professors, associate professors, senior lecturers, lecturers, technologists, laboratory scientists, librarians, administrative officers, and other support personnel. This enables management to recruit the right calibre of personnel at the appropriate time. The academic brief assists management in succession planning. By projecting future staffing needs, the university can identify departments that may experience shortages due to retirement, resignation, or expansion. Appropriate recruitment and staff development programmes can then be initiated to ensure continuity in academic activities. The document also supports staff training and capacity building. Where new academic programmes or emerging disciplines are introduced, management can organize workshops, conferences, postgraduate sponsorships, and professional development activities to equip staff with the knowledge and skills required for effective service delivery. The university develops a competent workforce capable of sustaining academic excellence.

### **Promotes Quality Assurance and Academic Excellence**

Quality assurance has become a major concern in higher education because universities are expected to produce graduates who possess the knowledge, skills, values, and competencies required for national development and global competitiveness. The academic brief contributes significantly to the establishment and maintenance of quality assurance systems within the university. The document clearly outlines academic standards relating to programme objectives, curriculum content, admission requirements, staffing qualifications, student assessment procedures, graduation requirements, teaching facilities, and learning resources. These standards provide benchmarks against which institutional performance can be assessed. University management uses the academic brief to monitor compliance with approved academic policies and minimum standards. Regular internal reviews help identify deficiencies in teaching, research, curriculum implementation, student support services, and infrastructure. Appropriate corrective measures can then be introduced before external quality assurance exercises take place (Olubunmi, 2015). The academic brief encourages a culture of continuous improvement. As societal needs, technological innovations, and labour market expectations evolve, management can periodically review and update academic programmes to ensure continued relevance. This process strengthens institutional reputation, enhances graduate employability, and improves the university's national and international standing.



### **Improves Financial Planning and Budget Preparation**

Financial sustainability is essential for the successful operation of every university. Effective financial planning requires accurate information regarding institutional priorities, projected expenditures, expected enrolment, staffing requirements, infrastructure development, and operational costs. The academic brief provides this information in a comprehensive and organized manner. University management relies on the academic brief during annual budgeting and medium-term financial planning (Ogunode, & Abubakar, 2021). Because the document specifies the resources required for each academic programme and administrative unit, it enables management to prepare realistic budgets that reflect institutional priorities rather than arbitrary estimates. The academic brief also supports capital budgeting by identifying infrastructure projects required over a specified period. Instead of undertaking unplanned construction projects, management can prioritize investments based on programme needs, student population growth, and available financial resources. The document assists management in mobilizing funds from government agencies, development partners, donor organizations, alumni associations, and private investors. Clearly documented institutional plans increase stakeholder confidence because they demonstrate transparency, accountability, and prudent financial management.

### **Supports Institutional Expansion and Sustainable Growth**

Universities continually evolve in response to changing educational needs, scientific discoveries, technological advancement, and national development priorities. Expansion, however, must be carefully planned to avoid overstressing available resources. The academic brief provides the framework for managing institutional growth in a systematic and sustainable manner. Whenever management intends to establish new faculties, colleges, departments, institutes, research centres, or academic programmes, the academic brief provides the justification, implementation strategy, staffing requirements, infrastructure needs, financial implications, and projected student enrolment. This enables expansion to occur in an orderly manner. The document also ensures that institutional growth remains consistent with the university's vision and mission. Instead of expanding merely to increase student enrolment or generate additional revenue, management evaluates whether proposed developments contribute to academic excellence and national development objectives. The academic brief helps prevent excessive expansion that may compromise educational quality. By carefully assessing available human, financial, and physical resources before introducing new programmes, management reduces the likelihood of overcrowded classrooms, inadequate staffing, insufficient laboratories, and declining academic standards. Planned institutional expansion strengthens organizational stability, improves resource utilization, and positions the university to respond effectively to future educational demands.





### **Strengthens Evidence-Based Decision-Making**

Effective university management depends on timely, accurate, and reliable information. Decisions relating to academic programmes, staffing, infrastructure, finance, student enrolment, and institutional development should be supported by credible evidence rather than personal opinion or political influence. The academic brief serves as one of the most reliable sources of such information. The document contains detailed data on programme requirements, enrolment projections, staffing levels, facility needs, curriculum structure, financial implications, and institutional priorities. University management uses these data to evaluate policy options and determine the most appropriate course of action. Evidence-based decision-making reduces uncertainty and minimizes the risk of costly administrative mistakes. For example, before approving a new academic programme, management can assess whether adequate staff, classrooms, laboratories, libraries, and financial resources are available. Decisions based on factual information are more likely to produce positive outcomes than those based on assumptions. The academic brief also promotes transparency and accountability in governance. Since major administrative decisions are guided by documented institutional plans, stakeholders including governing councils, regulatory agencies, staff unions, students, and development partners can better understand the rationale behind management decisions. The use of the academic brief as a decision-making tool enhances administrative efficiency, promotes responsible leadership, and supports the long-term sustainability of the university.

### **Promotes Regulatory Compliance**

Universities operate within national regulatory frameworks established to maintain minimum academic standards and ensure the delivery of quality higher education. Compliance with these regulations is essential for institutional credibility, programme recognition, and public confidence. The academic brief plays a significant role in helping university management comply with the requirements of regulatory agencies and government policies. The academic brief documents the institution's academic philosophy, programme objectives, curriculum structure, admission requirements, staffing plans, student enrolment projections, infrastructure, governance arrangements, and implementation strategies. These components provide evidence that the university has carefully planned its academic activities before implementation. Management uses the academic brief to ensure that newly introduced programmes conform to approved academic standards and national education policies. It also serves as a reference document during resource verification, accreditation exercises, programme reviews, and institutional assessments conducted by regulatory bodies. Where deficiencies are identified, management can implement corrective measures before formal evaluations are conducted. Continuous review of the academic brief enables the university to respond to changes in higher education policies, technological developments, and emerging academic priorities. This proactive approach reduces the likelihood



of regulatory sanctions, protects institutional reputation, and strengthens stakeholder confidence in the university's academic system.

### **Facilitates Monitoring and Evaluation**

Monitoring and evaluation are essential components of effective university management because they provide information on whether institutional goals and academic objectives are being achieved. The academic brief serves as a benchmark against which university performance can be measured. The document establishes measurable targets relating to student enrolment, staff recruitment, infrastructure development, programme implementation, research activities, community service, and financial investment. University management periodically compares actual performance with these planned targets to determine the level of achievement. Where implementation gaps are identified, appropriate corrective actions can be introduced to improve institutional performance. For example, if the academic brief projects the recruitment of additional lecturers for a new programme but recruitment has not taken place, management can prioritize staffing before the programme expands further. Monitoring based on the academic brief also enhances institutional learning. It enables management to identify successful practices, recognize implementation challenges, and improve future planning processes. Universities become more efficient, accountable, and responsive to changing educational needs. Monitoring and evaluation supported by the academic brief provide valuable information for governing councils, regulatory agencies, funding organizations, and development partners interested in assessing institutional performance.

### **Encourages Institutional Stability and Continuity**

Frequent changes in university leadership may disrupt institutional development if there is no comprehensive planning document to guide successive administrations. The academic brief promotes continuity by providing a long-term framework for academic development regardless of changes in management (Ogunode, 2025). The document outlines the university's long-term academic priorities, infrastructure plans, staffing projections, research agenda, and programme development strategies. Incoming administrators can therefore continue implementing existing development plans instead of introducing unnecessary policy changes that may hinder institutional progress. Institutional continuity enhances confidence among academic staff, students, governing councils, government agencies, and development partners because they can observe consistency in policy implementation and organizational direction. This stability also promotes efficient utilization of resources by ensuring that ongoing projects are completed rather than abandoned. Continuity in planning minimizes administrative conflicts arising from inconsistent policy decisions. Management is able to build upon previous achievements while making improvements where necessary. This contributes significantly to sustainable institutional development and long-term organizational success.



### **Promotes Accountability and Transparency**

Accountability and transparency are essential principles of good university governance. University management is responsible for ensuring that financial, human, and material resources are utilized efficiently in pursuit of institutional objectives. The academic brief strengthens accountability by clearly defining institutional priorities, expected outcomes, implementation timelines, and resource requirements. Because the document specifies what should be achieved within a given period, stakeholders can assess whether management has fulfilled its responsibilities. Governing councils, regulatory agencies, government officials, academic staff, students, alumni, and development partners can compare institutional performance with the targets outlined in the academic brief. The academic brief also promotes transparency in budgeting, programme development, infrastructure projects, and staff recruitment. Decisions are based on documented institutional needs rather than personal interests or external pressures. This reduces opportunities for arbitrary decision-making and enhances public confidence in university administration. Accountability supported by the academic brief encourages prudent financial management, strengthens institutional integrity, and promotes responsible leadership across all levels of university administration (Ogunode, 2024).

### **Enhances Institutional Competitiveness and Reputation**

The global higher education environment has become increasingly competitive as universities compete for students, qualified academic staff, research funding, international partnerships, and institutional recognition. Universities with comprehensive academic briefs are better positioned to respond effectively to these challenges. A well-developed academic brief demonstrates that the university possesses a clear vision, strategic direction, effective planning mechanisms, and commitment to quality education. These characteristics attract prospective students, highly qualified staff, researchers, donor agencies, development partners, and investors seeking collaboration with well-managed institutions. The academic brief also supports the development of innovative academic programmes that respond to national priorities and global trends. Universities that regularly review and update their academic briefs are more capable of introducing interdisciplinary programmes, adopting emerging technologies, promoting entrepreneurship, and strengthening research productivity. Systematic planning contributes to improved institutional performance in teaching, research, innovation, community engagement, and graduate employability. These achievements enhance the university's reputation nationally and internationally, thereby increasing its competitiveness within the global higher education system.

### **4.0 Conclusion and Recommendations**

The academic brief remains one of the most important strategic planning documents in university administration. It serves as the academic blueprint that guides the establishment, growth, management, and continuous improvement of the institution. Through the academic brief,



university management is able to formulate long-term strategies, plan academic programmes, recruit appropriate personnel, allocate resources efficiently, develop infrastructure, maintain quality standards, comply with regulatory requirements, and evaluate institutional performance.

The document also strengthens evidence-based decision-making, promotes accountability and transparency, facilitates monitoring and evaluation, and ensures continuity in institutional development despite changes in leadership. In an era characterized by rapid technological advancement, increasing student enrolment, globalization, and growing expectations for quality higher education, universities require comprehensive academic briefs to remain effective, relevant, and competitive. Based on the findings, the study recommends the following:

- 1) University management should review and update the academic brief periodically to reflect emerging national education policies, technological innovations, labour market needs, and global best practices.
- 2) Every proposed faculty, college, school, department, institute, centre, or academic programme should be established only after adequate provision has been made in the academic brief.
- 3) Universities should strengthen the capacity of Academic Planning Units through regular training in strategic planning, institutional research, quality assurance, monitoring, and evaluation.
- 4) Governing Councils should ensure that major administrative, financial, and academic decisions are guided by the provisions of the approved academic brief.
- 5) The Academic Planning Unit should monitor the implementation of the academic brief and prepare periodic reports for university management to facilitate evidence-based decision-making.
- 6) Universities should adopt digital platforms for the preparation, storage, updating, and monitoring of academic briefs to improve accessibility, data accuracy, collaboration, and institutional efficiency.
- 7) Regular consultation with academic staff, students, professional bodies, employers, alumni, industry representatives, and regulatory agencies should be encouraged during the preparation and revision of academic briefs to ensure that institutional plans remain relevant and responsive to societal needs.
- 8) University management should align annual budgets, infrastructure development projects, staff recruitment, and programme expansion with the priorities identified in the academic brief to promote efficient utilization of resources and sustainable institutional development.



## References

- Ahmadu Bello University. (2022). *Academic brief*. Zaria, Nigeria.
- Ahmadu Bello University. (2022). *New academic brief*. Directorate of Academic Planning and Monitoring.
- Bright C, M, & Abdulganiyu, S. (2015). The role of academic planning unit in sustainability of university education. *International Journal of Multidisciplinary Research and Development* 2015; 2(3): 730-733.
- Bright, C. M.&Kenneth, K. U. (2015). Examining the Role of Academic Planners in the Development of Higher Education in Nigeria. *International Journal of Multidisciplinary Research and Development (IJMRD)*, 2(9), 137-140. [www.allsubjectjournal.com](http://www.allsubjectjournal.com) e-ISSN: 2349-4182 p-ISSN: 2349-5979.
- Funaab (2025). Academic planning unit. <https://funaab.edu.ng/section/directorate-of-academic-planning/>
- Federal University Kasheri (2025). Academic planning unit. <https://fukashere.edu.ng/academic-planning-unit/>
- Iwerebor F., E. (2023). Challenges to Role Effectiveness of Academic Planning Units in Nigerian University System and the Way Forward. *Journal of Contemporary Issues in Education* 7(1), 18-26
- National Universities Commission. (n.d.). *Academic standards department: Programme Planning Division*.
- Ogunode, N., J. (2024). Adequate funding panacea for sustainable development of academic planning units of Nigerian universities
- Ogunode, N., J. (2025). Capacity building panacea for sustainable development of academic planning units of nigerian universities
- Ogunode, N. J. & Abubakar, M. (2021). Challenges facing the Academic Planning Unit in Nigerian Universities and the way forward. *European Journal of Humanities and Educational Advancements (EJHEA)*, 2(4), 69-74. <https://www.scholarzest.com>. ISSN: 2660-5589
- Olubunmi. A. (2015) Academic Planning Unit at aglance. FUW. Wukari, Nigeria
- Omoniyi, R. Y. (2020). Funding and academic planning units of tertiary institutions in Nigeria. <https://www.toolbot.ai/apps/AI%20Abstracteer?desc=A%20tool%20that%20generates%20academic%20abstracts%20from%20user%20input&placeholder=Enter%20a%20topic%20for%20your%20abstract>



University of Benin. (n.d.). *Foreword and historical development*. Academic Planning Division.

University of Lagos. (2025). *Academic programme development and reviews*. Academic Planning Unit.