

University of Nigeria – Nsukka Project – Goals of Institution Building Project Components

Faculty of Agriculture - To establish a Faculty of Agriculture that, would serve Nigeria, not only by offering degree programs to resident students, but also by conducting significant research on the applied agricultural problems of the area and providing informal extension-type continuing education programs to the people of Eastern Nigeria. Specifically, the objectives were to a) plan, organize, staff, and administer the Faculty of Agriculture; b) assist in the recruitment and training of Nigerian staff; arrange for an orderly succession of MSU/AID advisors concentrating on the selection and training of capable Nigerian counterparts to replace advisors; c) develop departmental curricula, reasonably broad in scope, which 1) involve courses in General Studies, Basic and Applied Sciences, and Agriculture; 2) focus on the integration and coordination with non-agricultural departments of the University; 3) are sensitive to Nigerian needs; and 4) which allow for practical training and experience on the part of students; d) formulate plans for graduate training with a particular emphasis on programs that will offer students an opportunity to complete their course work overseas and their research and thesis requirements in Nigeria; e) establish, equip, and maintain agricultural laboratories for teaching and research in such areas as livestock, poultry, animal health, crops and soils, agricultural engineering, home economics, and the agricultural and social sciences; f) engage in and promote research which treats with practical problems and initiate appropriate fundamental research; g) plan and conduct informal extension-type continuing education programs designed to relate Faculty resources to agricultural needs in Nigeria; h) establish, maintain, and expand working relationships with the Ministry of Agriculture in the Region, appropriate Federal ministries, and other agricultural and educational institutions throughout the country.

Faculty of Business Administration - To promote and develop a Faculty of Business Administration that will aim to tie education to the servicing of the economic needs of the local indigenous people and the country, at large, or more specifically, in relating its teaching, research, and service programs in business administration to the needs for trained personnel in government and industry. To provide substantive training and knowledge ability in administration, management theory, marketing and personnel administration, and sound development of knowledge, case materials, and experiences which were specifically and uniquely Nigerian, such as marketing, distribution, transportation, and production. Specifically the objectives were to a) establish and review the objectives of the Faculty of Business Administration in terms of what types of graduates it was trying to turn out and how these products fit into the needs of the economy; b) develop indigenous materials to use as examples and case studies in the classroom to supplement the necessity for using foreign text books and more practical examples of classroom material directly to local situations and problems; c) devote maximum attention to developing the library in the area of business administration; d) determine the feasibility of offering night classes on the Enugu campus for part-time students; e) determine the desirability of developing graduate training in business administration; f) develop the quantity and quality of the staff, especially Nigerian; g) develop and nurture contracts with government and private business in order that they might better understand the new field of business administration, and we might better understand their needs and problems; h) identify and train a competent Nigerian to take over as Dean of the Faculty and help to complete the

Nigerianization of the total Faculty staff; i) establish working relations with our counterparts in other Nigerian universities as well as with the Institute of Management in Lagos and other related institutions in that country; j) encourage an entrepreneurial spirit and desire within the students during their stay at the University; k) encourage a greater amount of research and publication by staff members; l) plan, organize, and conduct extension-type programs in cooperation with the Division of Extra-Mural Studies.

Faculty of Education - To give priority to a program in education which would assist teachers and educational leaders to help in the reconstruction of Nigeria's educational system.

Specifically, the objectives were to a) plan, organize, staff, and administer the Faculty of Education program devoted to the training of teachers and school administrators, both in the degree program and in special continuing education activities; b) develop full professional degree programs in education and certificate and diploma courses for upgrading persons; c) organize and conduct institutes and workshops for the upgrading of school personnel; d) offer extension courses and workshops throughout Nigeria to help teachers in local communities deal with this particular problem; e) upgrade levels of professional competency of Faculty staff by providing overseas post-graduate training experience; f) provide service courses for other Faculties of the University; g) place its research effort on action and applied research as contrasted to rigidly experimental and pure research; research emphasis should be given to problems relevant to the Nigerian milieu; h) establish and develop a University Demonstration School; i) establish and develop a research library and statistical laboratory; j) design and undertake service projects adapted to helping people to help themselves, such as: the establishment of an Instructional Materials Development Center, Demonstration School Library, Center for Adult Education and Community Development. short courses, workshops, and institutes, and publication programs; k) select and train all staff; l) assist in the placement of graduates.

Faculty of Engineering -To assist in planning (and implementation of plans) the organizational structure, administration, facilities, curricula, research, equipment requirements, staff selection and training for engineering programs that will help to meet the specific economic, social, and cultural needs, problems and goals of Nigeria. Specifically, the objectives were to a) establish the Office of Dean of the Faculty and each of the several departments and assist in all administrative responsibilities (planning, organizing, budgeting, programming, staffing, reporting, etc.) associated with such responsibilities; b) select and train counterparts and turn over major responsibilities to them as situations permit; c) assist in the recruitment, selection, and training of new staff members; the setting of high standards for personnel; and the development of evaluation and promotion criteria for all junior and senior staff; d) improve and strengthen the academic work of all departments through advice and guidance on curriculum development, laboratory work, lecturer/student relationships, examinations, student projects, etc.; e) develop and revise curricula that are sensitive to Nigerian needs; f) maintain close working relationships with the Dutch Technical Assistance project; g) work with the Division of Extra-Mural Studies whenever possible to promote, plan, and conduct programs of engineering and continuing education; h) coordinate all engineering activities with other University Faculties, especially the Faculties of Agriculture and Science; i) represent the Faculty to the outside non-academic community, such as government ministries, private industries and business, other universities, the Nigerian Society of Engineers and similar professional bodies; j) aim at all times for a

flexible type engineering education program that fits the capabilities of the University of Nigeria as that institution develops in response to Nigerian needs.

Faculty of Science - To help establish a Faculty of Science designed to, provide trained scientists in keeping with Nigeria's needs. Specifically, the objectives were to a) assist in the planning, organizing, staffing, and administering of the Faculty of Science; b) contribute to the Faculty's staffing goals; assist in the recruitment and training of Nigerians; and arrange for the training of a Nigerian to assume Deanship of the Faculty; c) assist in the development of appropriate curricula, suited to the needs of Nigeria and in step with the science of the day; d) provide teaching facilities to include space, equipment, technicians, and library holdings; e) encourage research among Nigerian colleagues; help train indigenous personnel to be effective researchers; encourage applied research projects that are immediately relevant to Nigerian problems; f) develop continuing education programs that are adapted to the Nigerian scene.

Faculty of Social Studies - Although broader in scope than the objectives presented, activity targets are limited to those subject areas for which MSU advisors were assigned major responsibilities, namely: economics, geography, and psychology. Other departments created were political science, religion, and sociology /anthropology, with MSU participating to a small degree in the achievement of the goals and objectives of the latter department. Specifically concerning the Economics Department. the goal was to assist the Nigerians to establish and build a Department of Economics that will relate itself to relevant problems of Nigeria, with appropriate teaching, research, and extension programs. Included in the specific objectives were aims to a) develop curricula that are adapted to local indigenous situations; b) assist in the procurement and development of teaching materials; c) assist University administrators to recruit, select, and train staff, to include a Nigerian department head; d) initiate research programs relevant to local needs and assist indigenous senior staff to engage in such pursuits; e) participate in and encourage Nigerians to participate in continuing education efforts. The objectives of the Geography Department were to a) develop a department that is predominately indigenous in its composition with the inclusion of visiting and exchange faculty; b) develop a curriculum that is sensitive to Nigerian needs, to include appropriate syllabus and relevant teaching aids; c) promote staff competence through professional improvement programs, such as overseas graduate training; d) encourage research activity within the field of geography and in related areas; e) promote continuing education programs. The development of the Psychology Department. the first such effort in Nigeria and all of West Africa, had as its goals to support the University decisions to establish the first Department of Psychology in Nigeria and West Africa, to implement the program approved by the University, and to advance the acceptance and application of psychology within and without the University. Specifically. the objectives were to a) explore and define the most appropriate emphases for training and application of psychology in Nigeria; b) develop a sound curriculum for the discipline of psychology in Nigeria; c) offer an undergraduate degree in psychology; d) recruit qualified teachers and researchers to fulfill the teaching responsibilities of the basic and special interest area courses in psychology; e) develop relevant case-study materials; f) develop an experimental psychology laboratory for demonstration and practicum as well as to stimulate simple but meaningful research in the Nigerian context and employing Nigerian phenomena; g) carry out appropriate research, initially in the industrial and social psychology areas; h) recruit mature, advanced graduate students to

come to the University of Nigeria to carry out their doctoral research. MSU's objectives in the establishment

of the Sociology Department were to a) assist in the establishment and early development of a Department of Sociology that will relate itself to relevant problems of Nigeria; b) plan and develop a curriculum that is adapted to indigenous situations; c) contribute to staff recruitment, selection, and training, commensurate with needs and plans; d) encourage research that is relevant to the Nigerian scene and the results of which can be incorporated into instructional programs at the University; e) participate in and encourage Nigerians to do likewise with regard to continuing education programs.

Faculty of Arts - Within this Faculty, MSU assisted in the creation of the Departments of English, Literature, History, Journalism, Music and Fine Arts, and Philosophy. Overall objectives in providing assistance in the establishment of this Faculty were to a) assist in the development of curricula, course content, and other instructional matters that will be uniquely adapted to the Nigerian situation with particular concern for English and Philosophy, each of which were served by an MSU advisor; b) help to promote and develop research methods, procedures, and programs along with the preparation of papers on research results; c) develop extension procedures and materials through which the University may extend its knowledge to the people of Nigeria; d) help to appraise the need of educational and technical materials, and when needed, assist in the procurement of such materials; e) identify and develop programs leading to the strengthening of the senior and junior staff of the Faculty; f) assist in the development of the Faculty's organizational structure and administrative processes.

Faculty of Law - Services were limited because of the abundance of lawyers in Nigeria from which a core staff of academicians could be and were selected. MSU's role was largely limited to the training of staff, especially the identification and selection of an indigenous dean, which was finally assured when the war broke out.

Faculty of Human Medicine - The war also intervened in the establishment of this faculty. MSU's main participation in the creation of the Departments of Biochemistry, Anatomy, Physiology, Pharmacology, and Biological Sciences was to recommend a) objectives and policies of the newly established Faculty; b) ways to set forth relationships between the various disciplines; c) how to reconcile the kinds of needs in terms of physical facilities, equipment, and supplies; d) specialties and sub-specialties; e) curricula and training programs.

Economic Development Institute - To meet the overall goal to place primary emphasis on research and the training of Africans to assume significant roles in the economic development of the African continent, MSU was highly instrumental in the establishment of the Economic Development Institute which was to be an integral part of the University of Nigeria. The overall goals of the Institute were to promote the growth and development of the Nigerian economy through advanced training in research, research on growth and development problems, and identification of extension-type programs. Specific objectives were to a) plan, staff, organize, and operate an Economic Development Institute designed to promote the growth and development of the Nigerian economy and to become a source for the expansion and Nigerianization of the University's advanced research, training, and extra-mural (continuing education) programs in economic development; b) conduct research on growth and development

problems of Nigeria so as to improve public policies, private efforts, and regional and national planning; c) conduct advanced training in research and planning techniques for growth and development; d) carry out the following activities in cooperation with the Continuing Education program: semi-popular writing on solutions to growth and development problems in Nigeria, seminars with political leaders, businessmen, civil servants, and academicians, and short-term training programs conducted in conjunction with the University's Continuing Education Program; e) mobilize research resources both in Nigeria and abroad to support the work of the Economic Development Institute and related Faculties and Departments; f) carry out an aggressive recruitment program so that the Institute may be competently staffed and have competent trainees to train; g) develop two advisory boards for the Institute, one internal to the University and the other external; h) initiate a fellowship program to recruit and support research fellows in the Institute; i) develop an outstanding economic development library; j) attract to the Institute students and scholars capable of enhancing the Institute's program in research and training; k) carry out an aggressive program of mobilizing resources for support of the Institute.

The Biafra war fought largely in the Eastern District where this project was located brought MSU direct participation to an end. With skirmishes occurring just nine miles from campus, MSU faculty were evacuated and work on the project was completed on the MSU campus at the University of Nigeria Program Office.