

EXCEL-RITE
Webinar Series
11th July 2025

Benefits of Visibility of Institutional Policy and Guidelines

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The AIM

The **Primary** Aim of this Webinar- To **Persuade, Inspire** and **Motivate** attendees to **feel safe** to leave their University (Research Info) doors **open ALWAYS.**

10/8/2025





The AIM

The other aim is to sustain the **EXCEL-RITE conversation** on supporting institutions in promoting a responsible research culture.

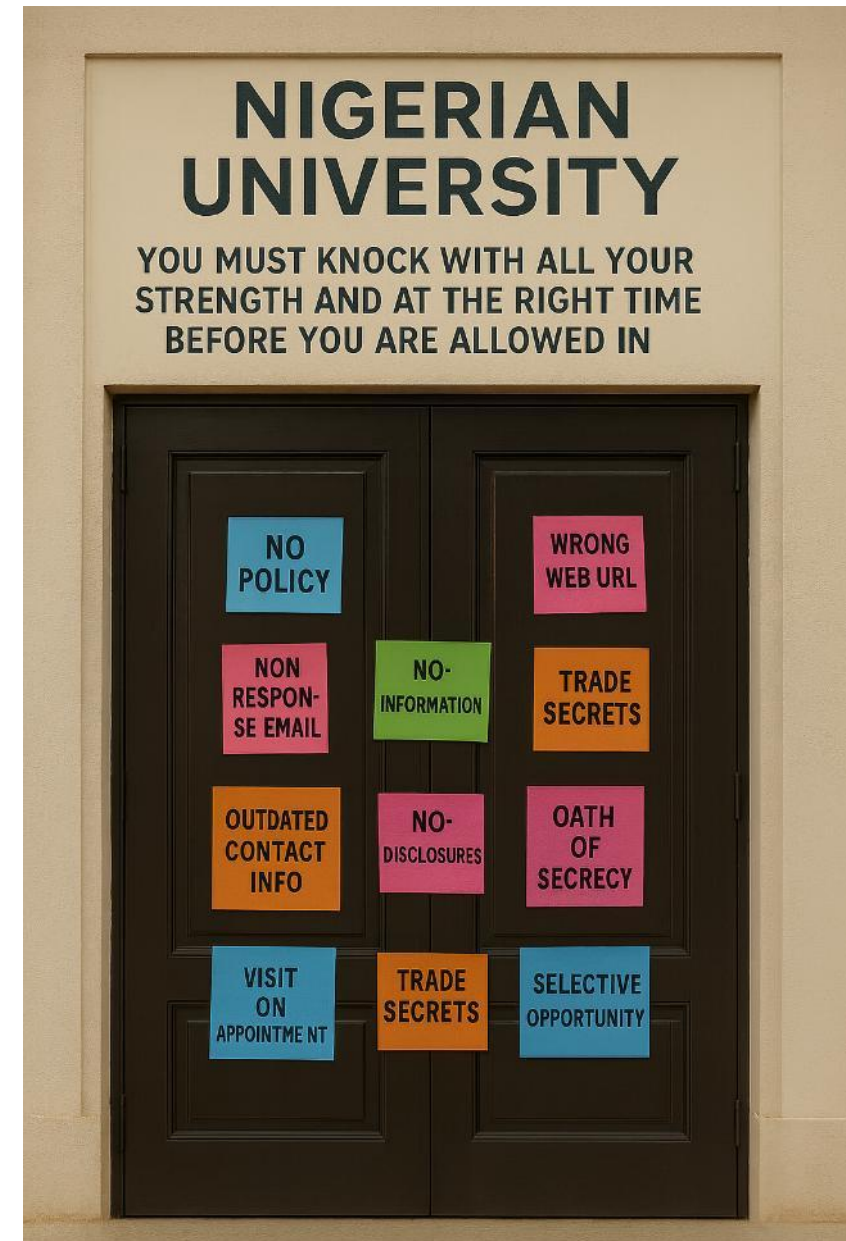




To **expose, frighten, blacklist, reinforce negative stereotypes...** to **force- open**, or keep doors shut to **external support.**

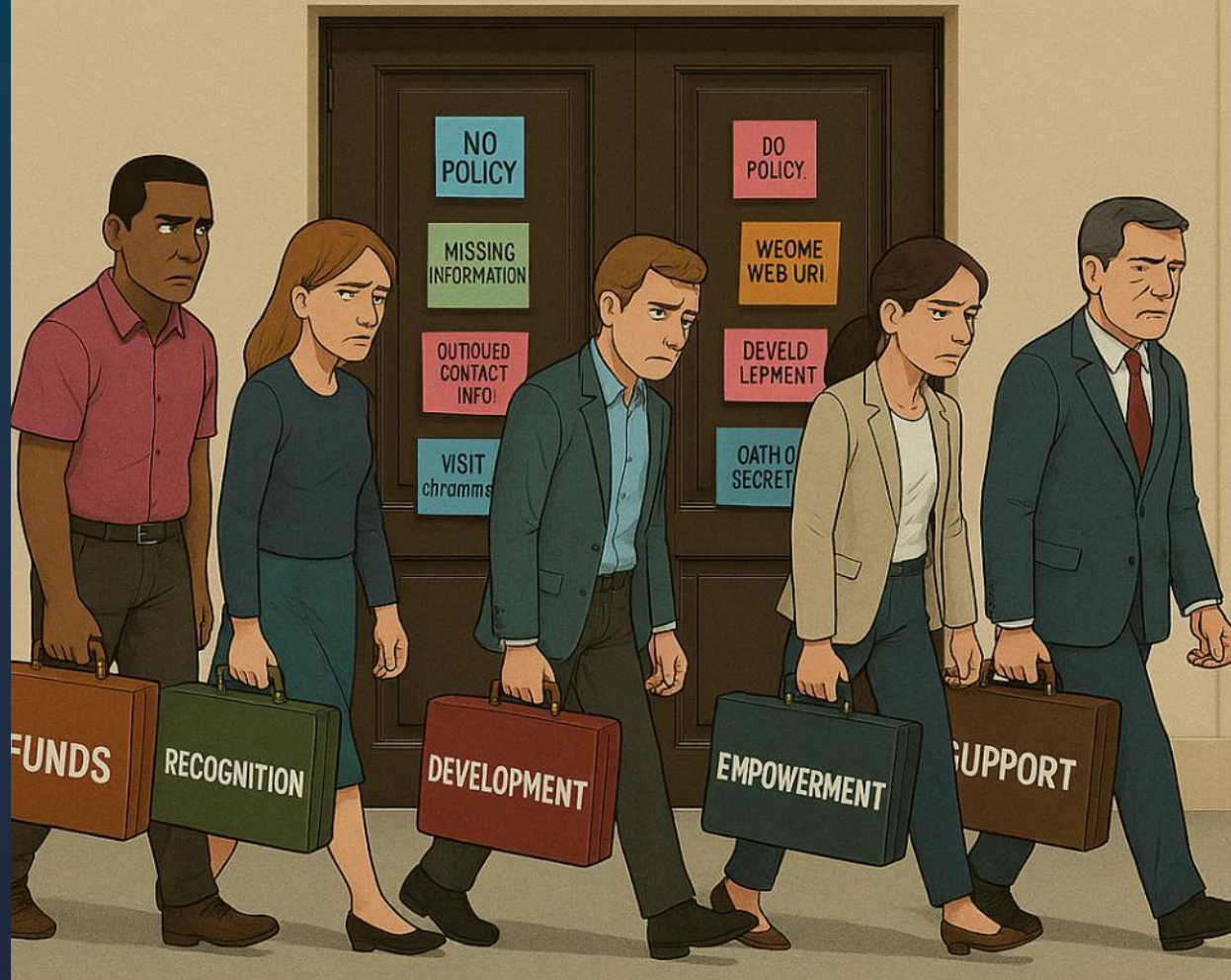


Closed-door institutions' labels



NIGERIAN UNIVERSITY

YOU MUST KNOCK WITH ALL YOUR STRENGTH
AND AT THE RIGHT TIME BEFORE YOU ARE
ALLOWED IN



A UNIVERSITY YOU CAN'T TRUST





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7. ***The consequences of lack of visibility of a Research Policy***
8. ***Reasons the lack of visibility of a Research Policy***
9. ***Practical and feasible ways to encourage **transparency*****
10. ***Conclusion and a Call to **Collaboration*****

Section One- Policy in General

The Concept of Policy:

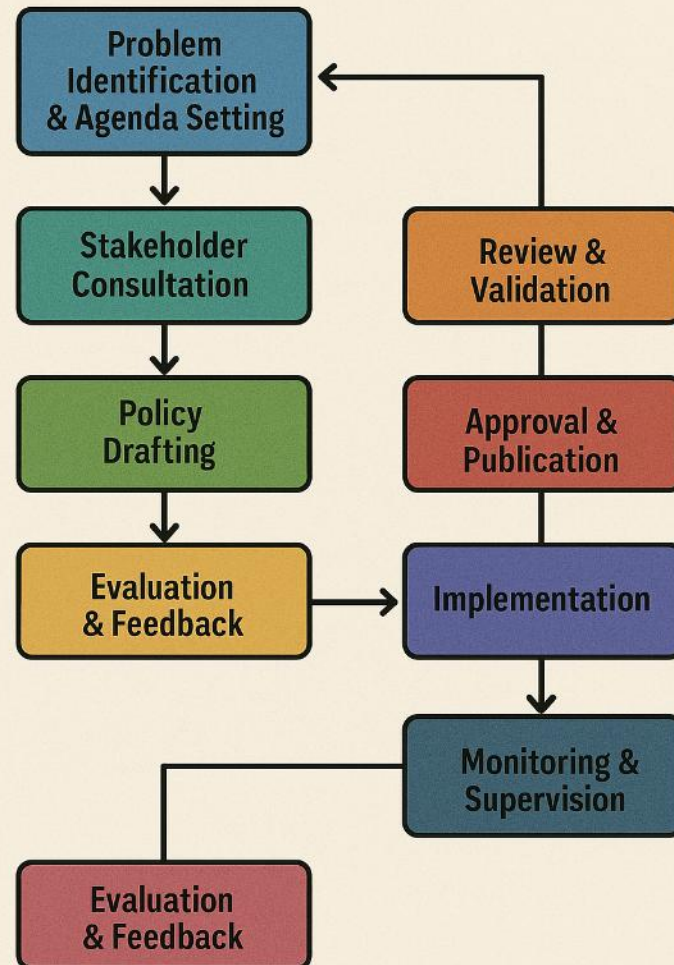
An institution is ordered, steered and directed **towards a desired end (vision)** by a **governing body** through policies

Policy is the object, tool and means of governance

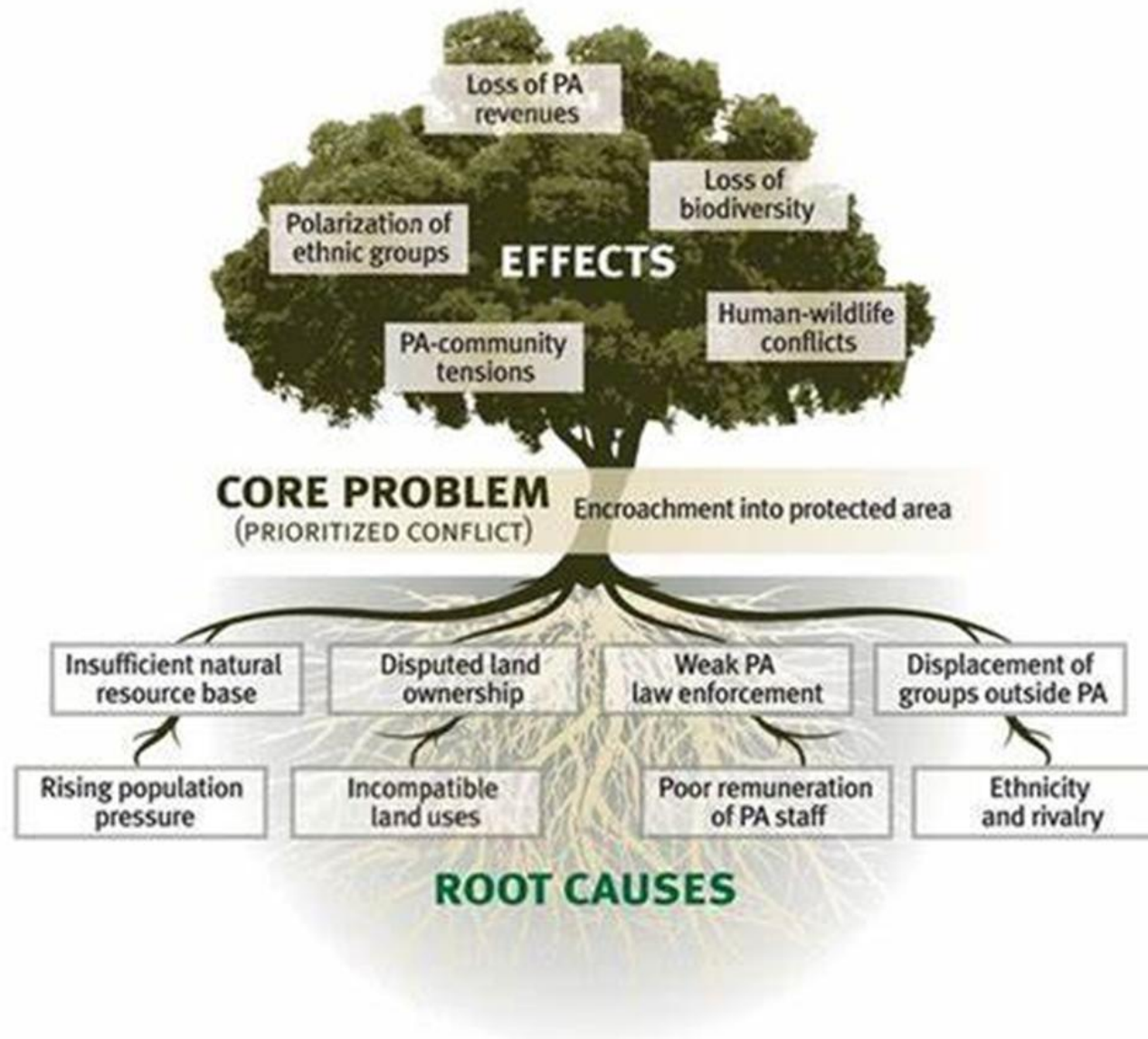
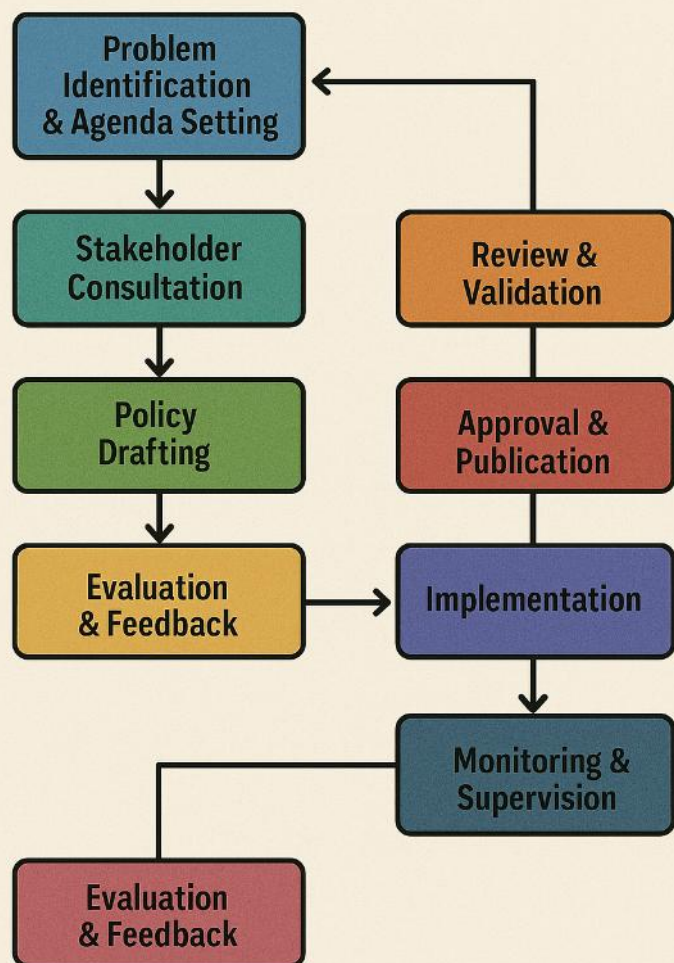
Policies made by the Government, Institutions, communities **shape the lives of its people.**

Guidelines are sets of recommendations, rules, principles that address an **area of uncertainty. It suggests how a rule/ something should be followed, done, or used.**

EDUCATION POLICY DEVELOPMENT PROCESS IN NIGERIA



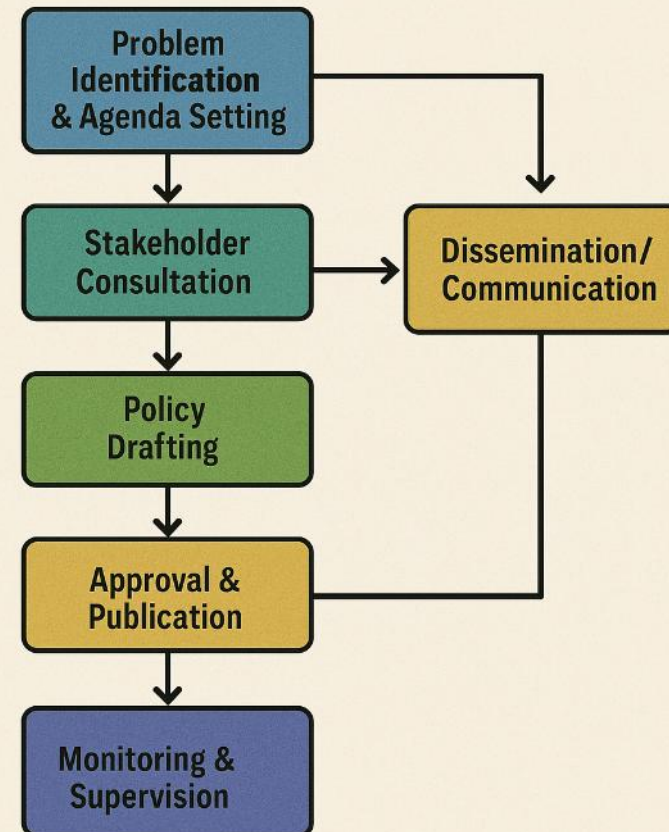
EDUCATION POLICY DEVELOPMENT PROCESS IN NIGERIA



The policy process in focus-Communication

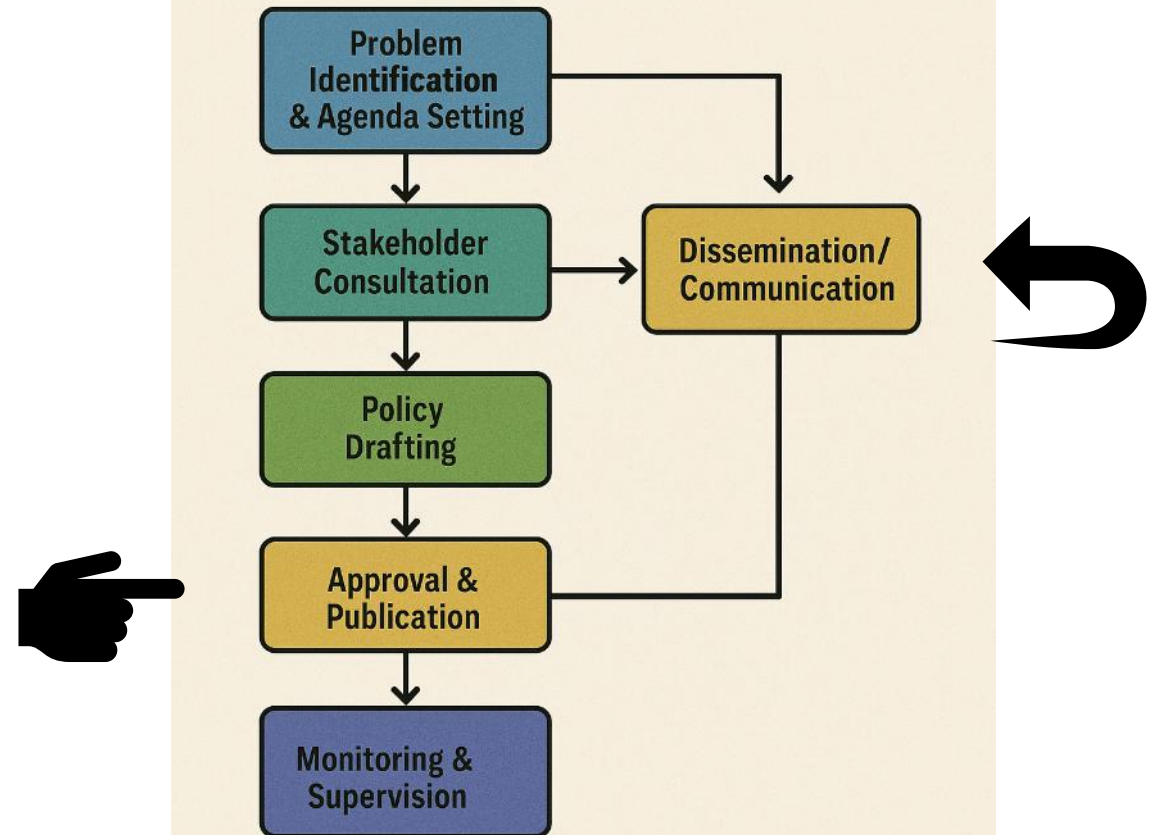
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EDUCATION POLICY DEVELOPMENT PROCESS IN NIGERIA

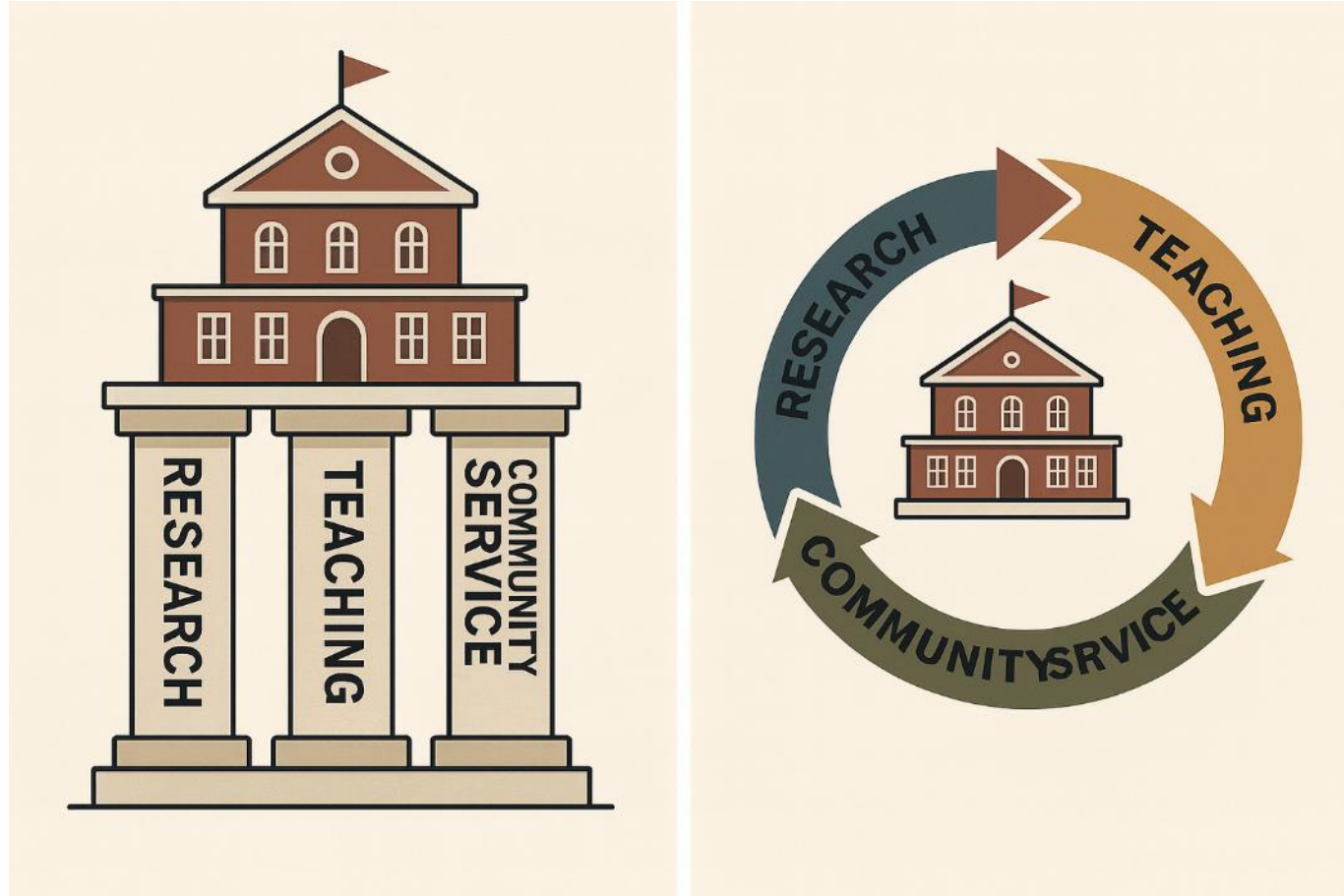


The policy process in focus-Communication

EDUCATION POLICY DEVELOPMENT PROCESS IN NIGERIA



Why is research policy important to the progress of our Higher Institutions?



Why is research policy important to the progress of our Higher Institutions?



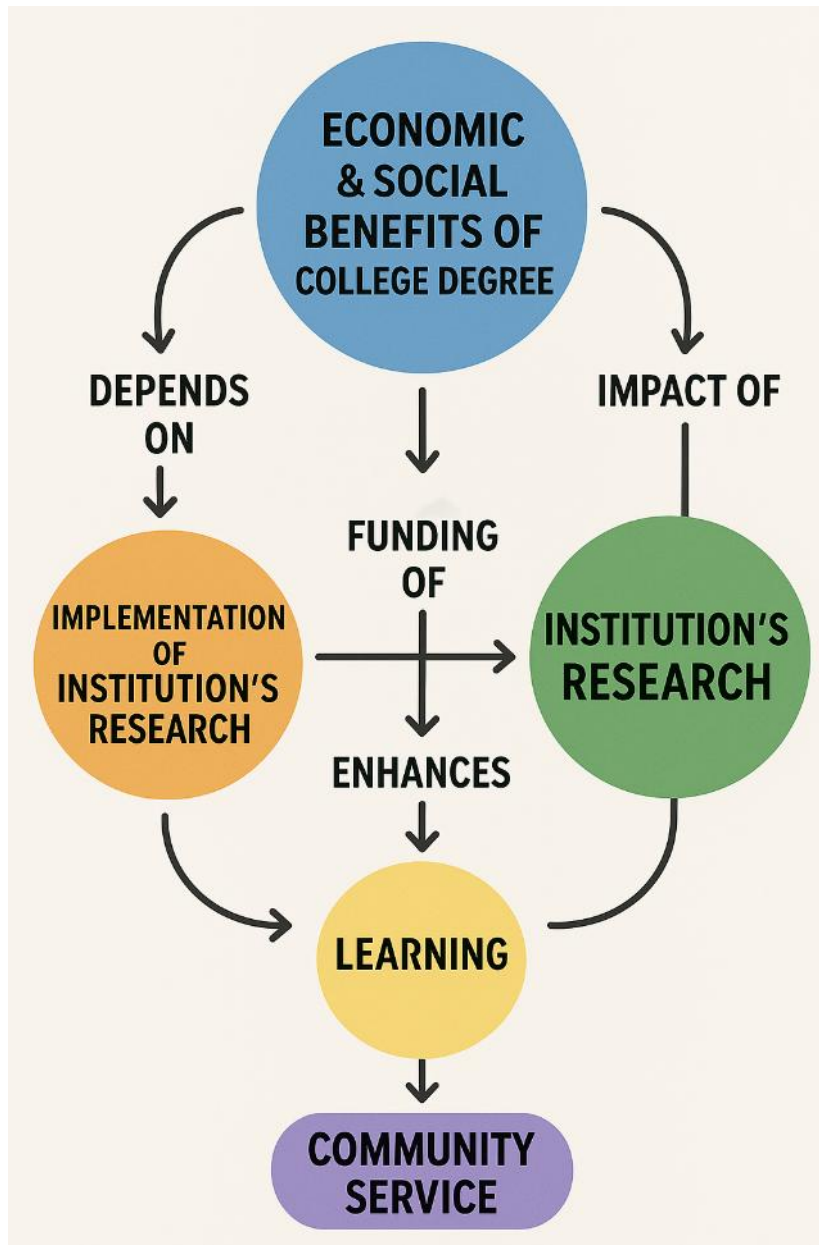
The Purpose of Getting a University Degree- Economic and Social Benefits (that are related to the purpose of research)

Societal Benefits (Public)	Individual Benefits (Private)
Advanced knowledge and higher cognitive skills	Advanced knowledge
Greater productivity and higher tax payment	Improved health and life expectancy
Increased quality of civic life	Higher salaries and work benefits
Reduced crime rates	Increased personal status
Decreased reliance on Governmental financial support	Greater rates of employment
Greater appreciation for diversity	Personal and professional mobility
Social cohesion	Better consumer-decision making
Increased charitable giving	Improved working conditions
Increased community service	Improved ability to adapt to new technologies
More likely to vote	Less likely to experience poverty
More likely to donate blood	More likely to attend graduate school
Less likely to smoke	More likely to raise children with high IQ
More likely to support nation development	More likely to appreciate informed and healthy decision-making
More likely to participate in research	

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The Central Role of Research to the Purpose of Higher Education



Having a Policy and Guidelines- The way to foster Trust, Justice, and Equity

- Some definitions- Policy, Guidelines, Processes and SOPs. (Refer to the EXCEL-RITE presentation).
- Note, having a policy that is ineffective is terrible. However, this is not the aim of this first set pf webinars on policy. We sure going to have more ...

The Content of a Research Policy

- The Use of Artificial intelligence in research
- Conflict of interest management
- Intellectual property
- Research ethics
- Publication ethics
- Grants and contracts
- Institutional collaboration
- Responsible conduct of research/ research integrity
- Capacity building
- Research assessment
- Open science
- Data management
- Regulatory Affairs

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The Content of a Research Policy

- **The Use of Artificial intelligence in research**
- Conflict of interest management
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- Responsible conduct of research/ research integrity
- Capacity building
- **Research assessment**
- **Open science**
- Data management
- Regulatory Affairs

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Sources of Policy and guidelines

NHREC/NAFDAC

Ministries

Agencies

Institutions (local and international)

Research networks and associations

International/ regional- Global compilations

Associations (unions, scientific and expert groups)

What are the benefits of the **visibility** of a Research Policy?

Recognition and reputation



```
graph TD; A[Recognition and reputation] --> B[Protects image]; B --> C[Demonstrates transparency and accountability]; C --> D[Builds trust (fast)]; D --> E[Attracts investors/collaborators];
```

Protects image


Demonstrates transparency and accountability

Builds trust (fast)

Attracts investors/collaborators

What are the benefits of the **visibility** of a Research Policy?

Supports seamless and quick (**screening**) decision-making process



Attracts support (even in the policy process)



Promotes quality



Enhances dissemination, awareness, and **compliance**



Reduces fraud and exploitation

Benefits of Transparency in Research Policy and Guidelines

Value for money (by the Government spending)

Performance and efficiency (by monitoring key metrics)

Accountability (drives improvement in performance)

Innovation

Promotes good governance (enhances the legitimacy and credibility of an institution)

Prevents corruption

Consequences of
not making policies
visible

- **Bad/ negative/wrong image or label**

“This suggests that research integrity is not a top priority in many African universities, highlighting a larger gap in research governance across the continent.

“It is unclear whether universities with policies that are not publicly retrievable have the policies but have not made them available, or they do not have them [at all],” the study said.

University World News

Africa Edition



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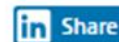
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AFRICA

Research integrity policies in African HE few and far between

Wagdy Sawahel 05 December 2024



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Research integrity policies across African universities are scarce and have significant gaps, particularly in Northern and Central Africa. Universities in Southern Africa have the best-established research integrity frameworks.



Save Applicants Money.
Save Yourself Time.



Free Evaluation
Report Copy
+ 10% off for
your applicants

Get ECE Select™



ECE®

Educational
Credential
Evaluators

Expert Evaluations. Endless Possibilities.™

Consequences of not making policies visible

- **There is truly no policy in place.**



“This suggests that research integrity is not a top priority in many African universities, highlighting a larger gap in research governance across the continent.

“It is unclear whether universities with policies that are not publicly retrievable have the policies but have not made them available, or they do not have them [at all],” the study said.

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Public Availability of Research Integrity Policies in Leading African Universities

Published: 24 January 2025

(2025) [Cite this article](#)

Only 20.67% of universities had RI policies in place, while 78.86% did not have such policies. Furthermore, 0.47% of universities' RI policies were not retrievable.



Advanced

> [J Clin Nurs](#). 2010 Jun;19(11-12):1544-52. doi: 10.1111/j.1365-2702.2009.03012.x. Epub 2010 Apr 20.

'If it is not recorded, it has not been done!?' consistency between nursing records and observed nursing care in an Italian hospital

Maria Grazia De Marinis¹, Michela Piredda, Maria Chiara Pascarella, Bruno Vincenzi, Fiorenza Spiga, Daniela Tartaglini, Rosaria Alvaro, Maria Matarese

Affiliations expand

PMID: 20438599 DOI: 10.1111/j.1365-2702.2009.03012.x

Consequences of
not making policies
visible

- **Quality/ Integrity/Direction/ (Good) Governance is not a top priority**



“This suggests that research integrity is not a top priority in many African universities, highlighting a larger gap in research governance across the continent.

“It is unclear whether universities with policies that are not publicly retrievable have the policies but have not made them available, or they do not have them [at all],” the study said.

Consequences of not making policies visible

• A show of non-compliance



“This suggests that research integrity is **not a top priority** in many African universities, highlighting a larger gap in research governance across the continent.

“**It is unclear** whether universities with policies that are not publicly retrievable have the policies but have not made them available, or they do not have them [at all],” the study said.

2. (1) A public institution shall ensure that it records and keeps information about all its activities, operations and businesses.
- (2) A public institution shall ensure the proper organization and maintenance of all information in its custody in a manner that facilitates public access to such information.
- (3) A public institution shall cause to be published in accordance with subsection (4) of this Section, the following information -
- (a) a description of the organization and responsibilities of the institution including details of the programmes and functions of each division, branch and department of the institution;
 - (b) a list of all -
 - (i) Classes of records under the control of the institution in sufficient detail to facilitate the exercise of the right to information under this Act, and
 - (ii) Manuals used by employees of the institution in administering or carrying out any of the programmes or activities of the institution;



An Act to make public records and information more freely available, provide for public access to public records and information, protect public records and information to the extent consistent with the public interest and the protection of personal privacy, protect serving public officers from adverse consequences of disclosing certain kinds of official information without authorization and establish procedures for the achievement of those purposes and; for related matters.

28th day of May 2011

Consequences of
not making policies
visible

- **Seen as non-transparent (withholding info/records)/ lack credibility.**

Nigerian Varsities Among Least Transparent in the World – Athena Centre

[Leave a Comment / News / By AthenaPL](#)

A new report by the Athena Centre for Policy and Leadership has exposed Nigerian universities as some of the least transparent in the world, with none of the institutions surveyed making their financial records publicly available.

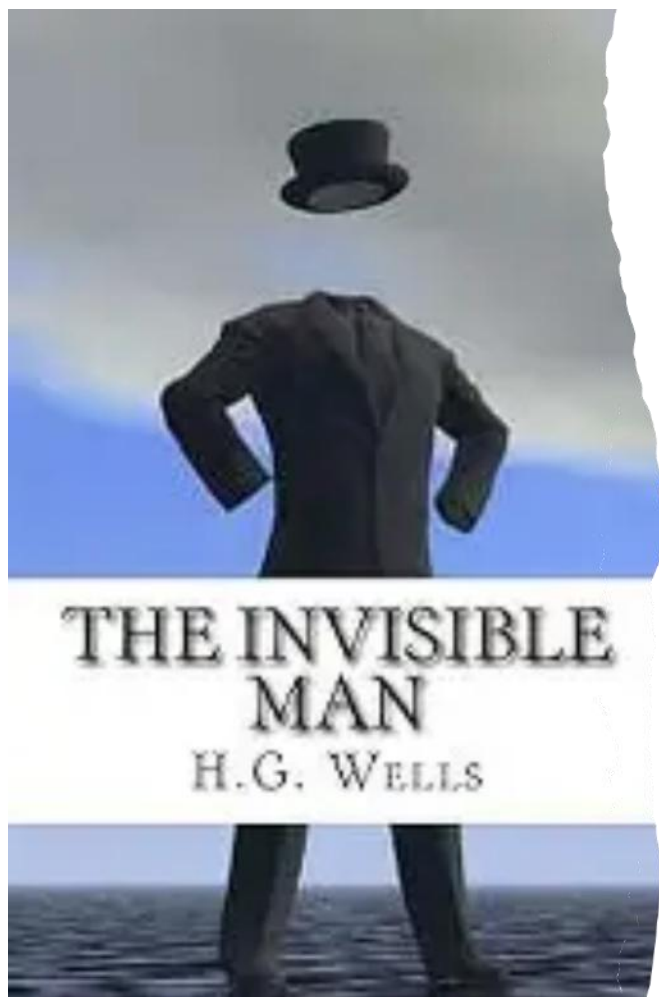
The findings were presented at the launch of two research institutes of the Athena Centre – the Athena Dr. Arthur Nwankwo Institute for Education and Intellectual Freedom and Athena Prof. Olikoye Ransom Institute for Health and Social Equity – in Abuja on Wednesday, March 5.

The report paint a damning picture of financial secrecy across federal, state, and private universities in Nigeria.

The Transparency Survey Report titled “A National Embarrassment: Reforming Transparency in Nigerian Universities to Unlock Global Funding and Restore Credibility” which examined 64 universities across the country, revealed that none published their budgets, audited accounts, or visitation panel reports on their websites.

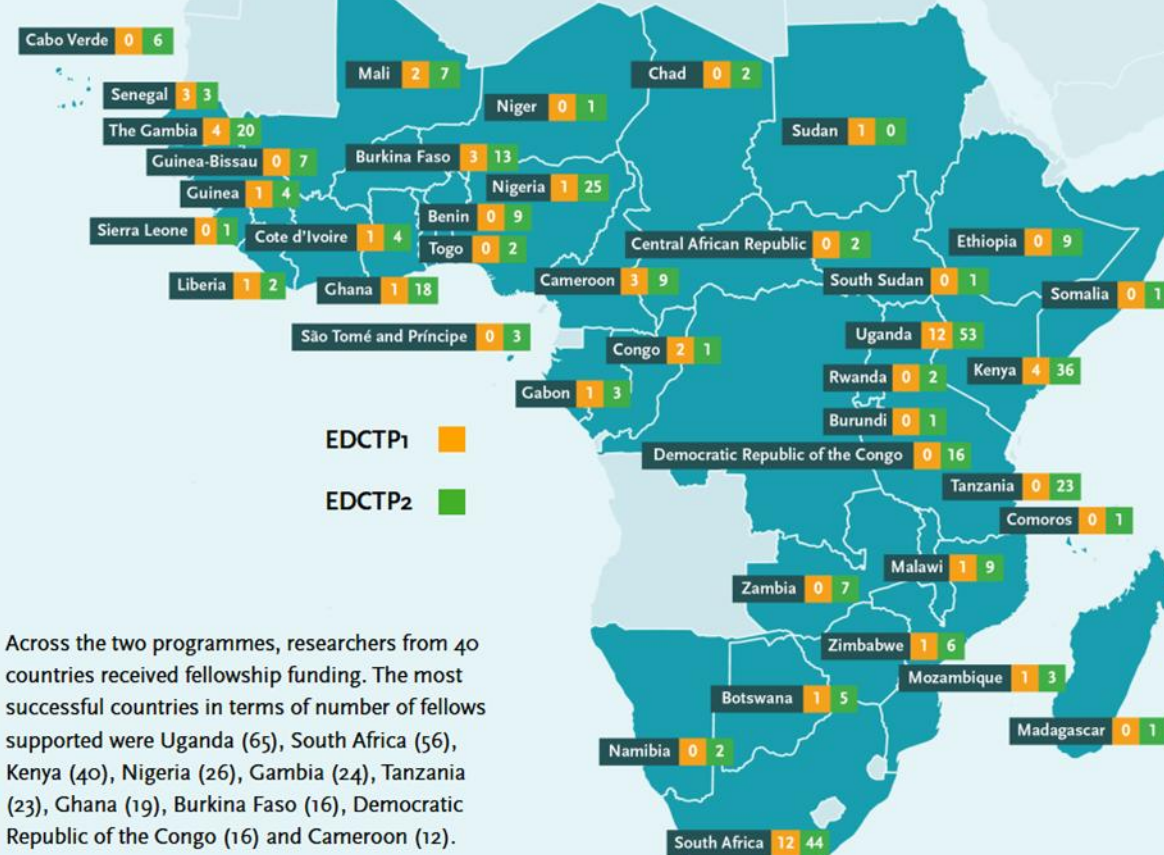
The report also found that no university disclosed details of internally generated revenue (IGR) or how the funds were spent, and that requests for financial information under the Freedom of Information (FOI) Act were either ignored or denied outright.

Consequences of not making policies visible



- Seen as no activity (no research portfolio) or activities carried out by invisible hands

EDCTP1 and EDCTP2 fellowships by country



Across the two programmes, researchers from 40 countries received fellowship funding. The most successful countries in terms of number of fellows supported were Uganda (65), South Africa (56), Kenya (40), Nigeria (26), Gambia (24), Tanzania (23), Ghana (19), Burkina Faso (16), Democratic Republic of the Congo (16) and Cameroon (12).

Consequences of
not making policies
visible

- **Labelled as not current/ not following standards/global/international best practices such as Open Science**



REASONS FOR UNIVERSITIES AND RESEARCH INSTITUTIONS NOT MAKING RESEARCH POLICIES AND GUIDELINES PUBLIC

- 1 Lack of Awareness or Priority**
Some institutions do not recognize value of public-facing research policies; federalment, astherias low internal capacity for maintaining policy documents.
- 2 Incomplete or Outdated Policies**
Institutions hesitate to publish because of **incomplete**, **outdated**, or conflicting documents and fear of external criticism if policies are seen as non-compliant with international standards.
- 3 Strategic Withholding of Information**
Some institutions view policies as proprietary; fearing plagiarism by competitors, or fearing internal debates or ongoing reforms
- 4 Concerns About Accountability and Exposure**
Transparency invites scrutiny; may revail gaps in implementation or enforcement, and expose non-compliance or misconduct
- 5 Bureaucratic and Technical Barriers**
Lack of dedicated personnel or infrastructure; poor digital governance, or outdated web management; exists
- 6 Political and Cultural Factors**
Hierarchical decision-making delay policy finalization
Opacity in institutional governance or resistance to momitoring
- 7 Fear of Misinterpretation or Misuse**
Worries about outsiders misreading or misapplying policies

We asked ChatGPT

Concerns for transparency

It can be burdensome.



It can be politically damaging



And can lead to perverse incentives (the downsides of transparency- disappearing messages, not documenting so much)



So what practical
and feasible
solution did
ChatGPT prefer?

Encouraging Online Access to Research Policies

Strategies for Low-Resource Institutions



Low-Cost Digital Tools and Platforms

- Institutional repositories (IRs), via DSpace or EPrints
- Website builders/CMS: funding, drive accreditation
- Cloud storage with public links: Google Drive/OnDrive
- Researcher profiles, social media



Institutional Policy Reforms and Administrative Actions

- Mandate online publication
- Tie disclosure to incentives: funding, accreditation
- Designate responsible officers: Director of Research
- Integrate integrity and transparency



External Partnerships and Support

- Leverage open-science Initiatives
- Engage library consortia and donors | IEIFL
- Partner with government and NGOs: Ministry Education
- Learn from regional examples



Examples and Case Studies

- National open university policies
- University of Nigeria Nost governance of Good Research Conduct guidelines
- University of Lagos, publishes budget allocations
- International comparisons

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Additional support for visibility (by Stakeholders- Government, Funders, Regulators, etc.)

1

Standardise the requirement. Train, support, monitor and evaluate

2

Guide and guard disclosures

3

Prevent Intellectual Property theft and plagiarism

4

Request/ publish as necessary (avoid information overload)

5

Do not weaponize published information



Conclusion



Research policies and guidelines support institutions in achieving their stated objectives



Making these public-facing documents transparent further support the institution in gaining reputation, trust and consequently attract support to achieve their stated objective



Not having a visible instrument leaves the public to conclude that what is not documented (openly) is not done or done well.



There are concerns about making research policies and guidelines openly available.



EXCEL-RITE now calls for collaboration to support each institution to navigate these concerns and challenges while maintaining trust.

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