



**RIVERS STATE UNIVERSITY
FIVE-YEAR STRATEGIC DEVELOPMENT PLAN
(2026 – 2030)**

THE VISITOR

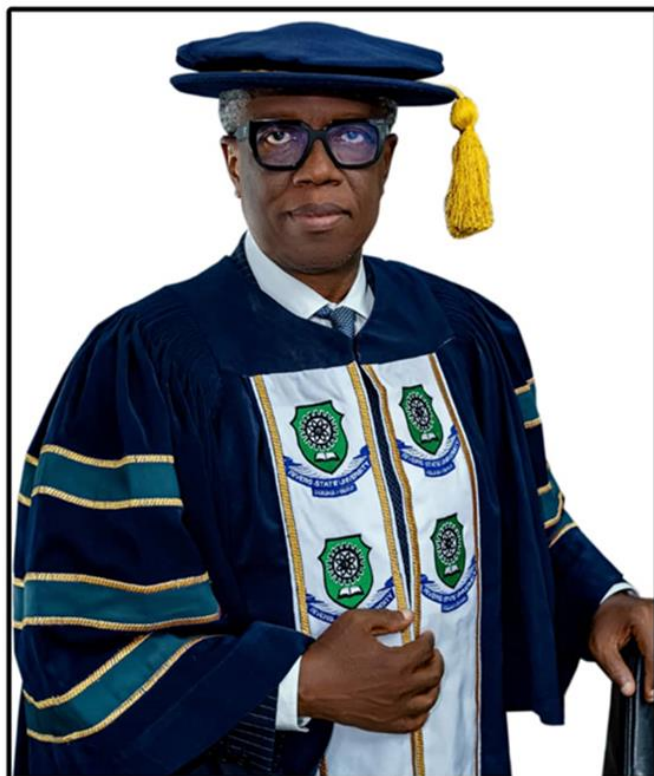


FOREWORD

It is an honour for me to write the foreword to this Five-year Strategic Development Plan (5-Year SDP) of the Rivers State University (RSU). This Strategic Development Plan for the period 2026 - 2030, conforms with the requirements of National Universities Commission (NUC) in Nigeria. The goals, objectives and developmental strategies have been derived from a meticulous and thorough environmental analyses of RSU's internal strengths, weaknesses, opportunities and threats including its external situation analysis. It documents RSU's planned, coordinated and systematic processes and measurable courses of action for ensuring a steady, organized and sustained progress over the next five years.

I congratulate the Vice Chancellor, Professor Isaac Zeb-Obipi, RSU Management Team and the Strategic Development Planning Committee for a job well done. The estimated cost of implementing the 2026-2030 Plan is approximately ₦110,000,000,000 (One Hundred and Ten Billion) Naira, to be spent over the next five years. I hereby invite the Visitor to the University, donor agencies, friends and well-wishers, and all stakeholders to support and fund the implementation of this strategic plan. We are confident this plan will take RSU to greater heights in the comity of higher education institutions.

The Hon. Okey Wali, SAN, FCI Arb, DSSRS, Life Bencher
Pro-Chancellor and Chairman of the Governing Council

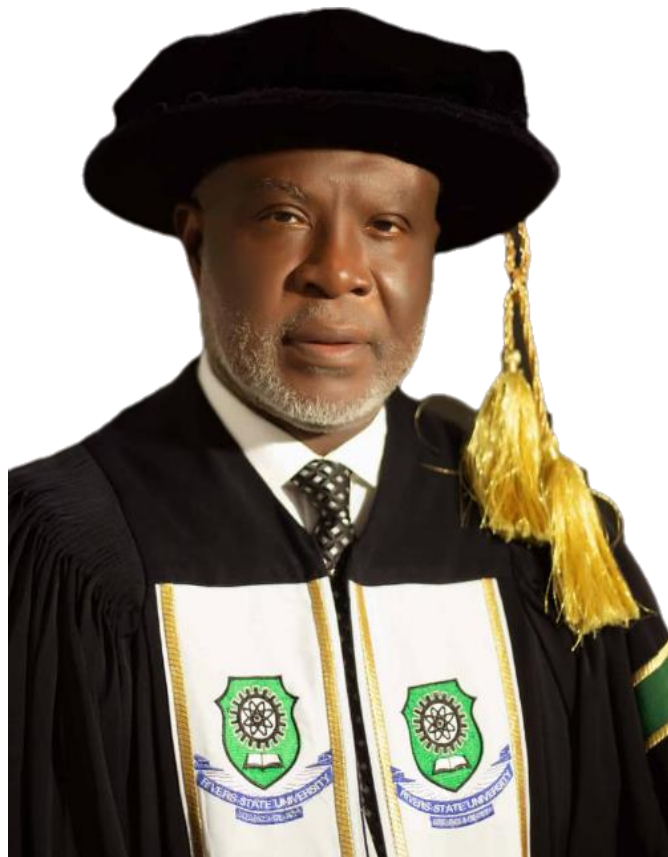


The Hon. Okey Wali, SAN, FCI Arb, DSSRS, Life Bencher
Pro-Chancellor and Chairman of the Governing Council

PREFACE

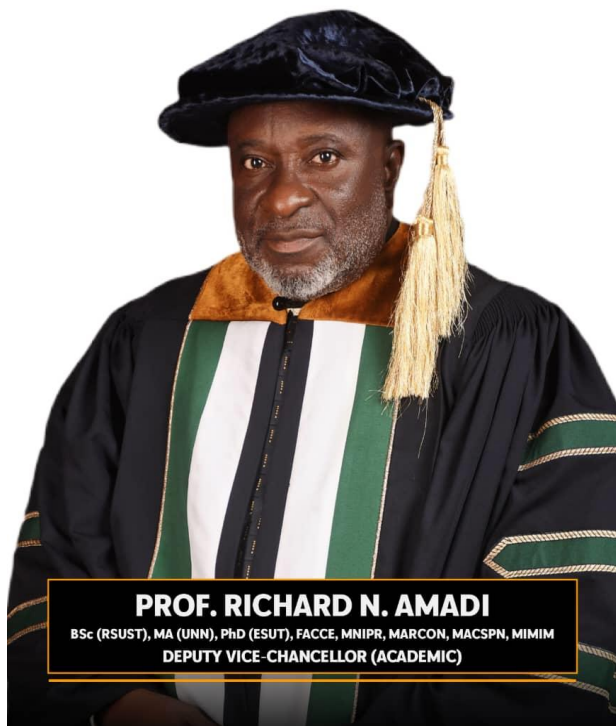
The Rivers State University's (RSU's) Strategic Development Planning process for the 2026-2030 plan period, commenced in November 2024 by the 14th Governing Council. The process was completed and concluded in November 2025 by the 15th Governing Council. The all-inclusive process provided ample opportunity for all planning units within the university to undertake internal and external self-assessment and submit memoranda to the Strategic Development Planning Committee(s). Memoranda received were reviewed and analysed. The synthesis resulted in a robust strategic planning exercise and a strategic thrust that would enhance RSU's corporate strengths, mitigate current weaknesses, leverage upon its corporate opportunities and address perceived existential threats. This Five-Year Strategic Development Plan (2026-2030) sets out RSU's goals, strategic objectives, expected outcomes and impact; including intervention strategies. I hereby call upon our Alumni, staff, students, parents, friends, partners to support RSU management to realize this vision.

Professor Isaac Zeb-Obipi
Vice Chancellor and Chairman of Senate



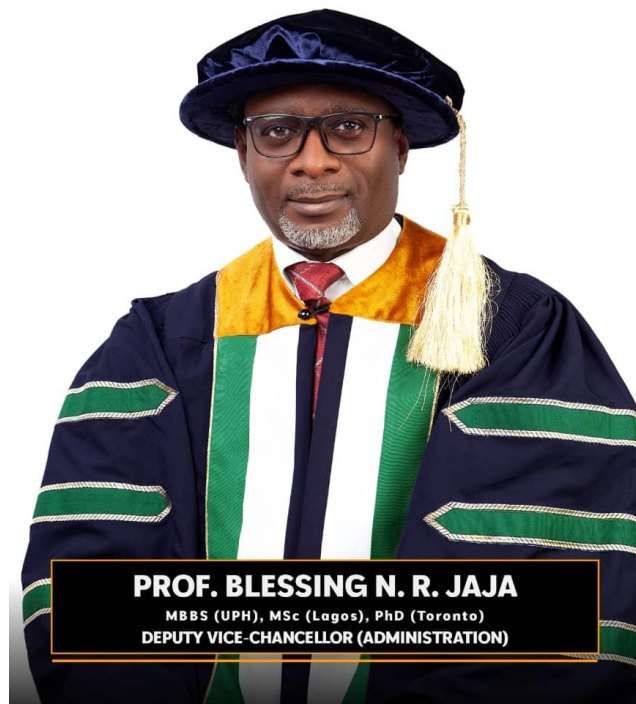
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2. Barr. Theophilus Owhor
3. Engr. Gogo T.S.H. Coockey
4. Prof. Iyenemi Ibimina. Kakulu
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10. Mrs. I.B.S. Harry (Registrar/Secretary)



Front Row (L-R) Prof. Nkalo H. Ukoima, Prof. Emylia T. Jaja, Prof. Emeritus Joseph A. Ajienka (Chairman), Mrs. I.B.S. Harry (Secretary), Engr. Gogo T.S.H. Coockey, Prof. Iyenemi I. Kakulu, Prof. Richard Amadi. **Back Row (L-R):** Prof. Ebirien-Agana S. Bartimaeus, Prof. Sunny Orike, Mr Kelechi Echomgbe, Mr Evans O. Oguru, Barr. Theophilus Owhor

The contributions of the former Chairman Dr Jonathan Nimi Hart, and members of the 2026-2030 Strategic Development Planning Committee under the 14th Governing Council, is hereby acknowledged.

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ABBREVIATIONS AND ACRONYMS

BMAS	Benchmark Minimum Academic Standards
BOP	Build, Operate and Partner
BOT	Build, Operate and Transfer
C&I	Curriculum and Instruction
CCE	Centre for Continuing Education
CCMAS	Core Curriculum Minimum Academic Standards
CST	College of Science and Technology
FES	Faculty of Environmental Sciences
HRDC	Human Resources Development Centre
IGEM	Institute of Geosciences and Environmental Management
IPS	Institute of Pollution Studies
ICTC	Information and Communications Technology Centre
NDDC	Niger Delta Development Commission
NUC	National Universities Commission
PPU	Physical Planning Unit
PTDF	Petroleum Technology Development Fund
RALC	RSUST Advancement and Linkages Centre
RIART	Rivers Institute of Agricultural Research and Training
RSU	Rivers State University
RSUST	Rivers State University of Science and Technology
RVSG	Rivers State Government
SDP	Strategic Development Plan
SDPC	Strategic development Planning Committee
TETFund	Tertiary Education Trust Fund
PU's	Planning Units

EXECUTIVE SUMMARY

This 2026-2030 Strategic Development Plan represents the Rivers State University's formal framework for attaining the vision and fulfilling the mission of the founding fathers which are grounded in our core values of excellence and creativity. A Strategic Development Planning Committee (SDPC) was constituted by the 14th and 15th Governing Council's respectively and tasked with the responsibility of developing a Strategic Development Plan for the University.

This plan has been produced following an extensive consultative process with all planning units (PU's) and a robust situation and environmental analysis. The Committee(s) received memoranda from all RSU's satellite campuses, colleges, schools, faculties, academic and non-academic departments, institutes, centres, directorates, and administrative units. This resulted in the identification of RSU's corporate strengths, weaknesses, opportunities and threats, within the socio-political and socio-economic environment in which RSU currently operates.

The Rivers State University was established to produce scientific and technical manpower needed for essential development of Rivers State and the Niger Delta region. The vision of the Rivers State University is to be a unique and uncommon university that would be structurally and philosophically oriented to solving practical, and peculiar societal problems and be amongst the top ten (10) Universities in Nigeria. RSU has as its mission a desire to expand the frontiers of knowledge in art and science through provision of excellent conditions for learning, teaching and research.

RSU is guided by the core values of innovation, excellence, creativity and inclusivity. RSU commits to the production of manpower needed for essential development in Rivers State, the Niger Delta Region and Nigeria by inculcating critical thinking and maintaining creativity in teaching, research and service delivery that will greatly impact on the local community.

Through this Five-Year Strategic Development Plan (2026-2030), RSU seeks to build upon its corporate strengths in terms of research and development, mitigate its corporate weaknesses and challenges in terms of physical infrastructure and staffing, harness its opportunities being situated in the heart of Nigeria's oil economy, and, reduce its environmental and existential threats. The estimated cost of implementing this strategic plan is ₦110,000,000,000 (one hundred and ten billion Naira).

Strategic Issues

Following the responses received from a call for memoranda, a meticulous needs-gap analysis and priority setting identified (6) key Strategic Issues that RSU faces, namely:

1. Funding challenges hindering efficient governance and administration
2. Infrastructure deficit and student's accommodation shortages
3. Leadership and personnel capacity development needs
4. Limited opportunities for collaborative research and development
5. Urgent need for consolidation of RSU's Satellite Campuses and new academic programmes
6. Challenges militating against efficient service delivery

The details of RSU strengths, weaknesses, opportunities and threats (SWOT) as summarized in the above six issues, are documented for ease of reference in Section 4 of this strategic development plan.

Strategic Development Goals and Objectives

RSU intends to address the identified strategic issues articulated above through Four (4) Strategic Development Goals and eight strategic objectives as follows:

Goal 1: Strengthen RSU's Governance and Administrative Framework and Expand RSU's Funding Base

Objectives:

1. RSU governance and administrative frameworks will be strengthened by enhancing the effectiveness of the Governing Council, reviewing and updating current organizational structure to provide for additional principal officers where necessary. We will embark on policy and leadership development, ensure clearer roles and responsibilities leading to improved governance, increased transparency, enhanced accountability, reduced costs and enhanced service delivery.
2. To expand the funding base, RSU will seek to aggressively increase Alumni engagement, diversify partnerships, enhance grant writing, develop online giving platforms and seek to increase planned giving and legacy gifts for increased operational efficiency. Increased alumni events and attendance will lead to stronger relationships and potentially increased donations and improved financial stability and sustainability for the university.

Goal 2: Develop and Upgrade Physical, ICT and Security Infrastructure on All RSU Campuses and Improve Student and Staff Welfare

Objectives:

3. RSU will seek to upgrade classroom and laboratory facilities on all campuses, enhance student amenities and services, campus safety and security, increase energy sources and efficiency. Modern and flexible learning spaces will be developed to support the multi-campus system.

Students' hostels will be upgraded and new structures developed, recreational facilities and food services improved, subject to the availability of funding. These will improve student welfare.

4. RSU will enrich academic support services for staff and students. Tutoring, mentoring and counselling services will be provided to support student and staff mental health. Career guidance and job placement services and student engagement through extracurricular activities will be encouraged. The University will leverage technology to support teaching, learning and research, automate university processes, improve communications channels and provide access to digital tools and training for staff and students. This will be supported with secure storage, accessibility and management of institutional data and the development of a future-proof digital network to accommodate increasing demands.

Goal 3: Enhance Productivity Through Capacity Development, Staff Recruitment and Improved Service Delivery

Objectives:

5. RSU will focus on increasing productivity through talent acquisition following a robust staff recruitment plan that promotes a culture of inclusivity and increases diversity in hiring resulting in top talent. Robust and targeted approach to training and staff development including mentorship and coaching activities will be undertaken. We will identify and streamline work and activity processes and develop/implement policy guidelines for staff performance management, retention strategies and productivity enhancement leading to a reduction in inefficiencies within the system.
6. Increased employee skills and knowledge will result in improved job performance and productivity; enhanced employee satisfaction and engagement. Improved leadership and management skills among staff will ensure an increase in employee satisfaction engagement, improved continuity and knowledge retention.

Goal 4: Improve Academic Programmes and Strengthen Research Collaboration, Innovation and Entrepreneurship

Objectives:

7. RSU will seek to review and update academic curriculum to ensure relevance and competitiveness, achieve accreditation for all academic programmes and implement quality assurance processes to ensure high standards are maintained. This will enhance our attractiveness and position the university for research partnerships with industry ensuring programme relevance to societal needs.
8. RSU will seek to secure research funding from diverse sources by developing research talent and capacity for innovation through the establishment of innovation incubation centres. This will be supported by engagements with industry and the development of intellectual property management policies to drive innovation. The university will provide entrepreneurship

training and support startup creation and growth while establishing linkages with industry to support entrepreneurship.

Strategic Activities, Timelines and Estimated Costs

Several strategic activities will be prioritized and implemented to enable RSU deliver on the eight (8) strategic objectives. The estimated cost of undertaking these activities over the plan period from 2026 to 2030 is estimated at N110,000,000,000 (One hundred and ten billion) Naira only. The breakdown is as follows:

Goal 1 Activities: Strategic Activities to Strengthen RSU's Governance and Administrative Framework and Expand the Funding Base

Timeline: Years 1-3

Estimated Cost: ₦5,000,000,000

1. Establish an Office of the Deputy Vice Chancellor, Research and Development, and expand the functions of the Deputy Vice Chancellor Administration to include Advancement. Conduct a robust organizational review, develop a new organizational structure and implement the changes. Develop broad leadership training programs for principal officers and management positions, provide mentorship and establish leadership development plans.
2. Develop a comprehensive fund-raising strategy that aligns with RSU's overall goals and mission, strengthen relationships with alumni and cultivate friendships. Develop targeted outreach programs to increase event attendance and launch a crowdfunding campaign to support specific university initiatives and activities. Establish partnerships with at least 10 new sponsors over the next five years and develop a customized corporate engagement program to increase repeat giving including legacy gifts.
3. Develop a comprehensive planned giving program and identify and engage planned giving donors over the next 3 years. Launch new online giving platforms and implement a recurring giving program. Cultivate new friends of the University

Goal 2 Activities: Strategic Activities to Develop and Upgrade Physical, ICT and Security Infrastructure on All RSU Campuses and Improve Student and Staff Welfare

Timeline: Years 2-4

Estimated Cost: ₦75,000,000,000

4. Refurbishment of existing infrastructure and development of additional lecture halls, lecture theatres, classrooms and laboratories on all campuses. Incorporate modern teaching and learning technologies and replace outdated equipment with state-of-the-art technology tools across needy Faculties. Develop departmental and multipurpose laboratories to promote interactive and collaborative learning. Undertake the construction of at least two or three new faculty buildings.

5. Improve the existing sports facilities and develop additional sporting and recreational facilities for students and staff. Organize events and activities that promote student engagement and community building, establish mechanisms for students to provide feedback on amenities and services. Provide opportunities for students to embrace emerging technologies. Conduct regular security assessments and audits to identify areas for improvement and take action. Install additional CCTV cameras in strategic locations across all campuses and monitor them.

Goal 3 Activities: **Strategic Activities to Enhance Productivity through Capacity Development, Staff Recruitment and Improved Service Delivery**

Timeline: Years 2-3

Estimated Cost: ₦3,500,000,000

6. Conduct training and technology needs assessment and identify and map current processes and analyse processes for inefficiencies. Develop a comprehensive staff training program and procure new technology tools, monitor and evaluate implementation.
7. Provide opportunities for engagement with top industry professionals to offer instruction. Develop performance metrics and evaluation criteria, provide training and conduct regular performance reviews and feedback sessions. Develop diversity and inclusion policy and implement blind hiring practices. Provide diversity and inclusion training for staff and celebrate diverse holidays and events.
8. Conduct employee satisfaction surveys and develop a staff recognition and reward program. Develop key performance indicators (KPIs). Establish data collection and analysis processes. Monitor and report on performance metrics and use data to inform decision-making and drive improvements.

Goal 4 Activities: **Strategic Activities to Improve Academic Programmes and Strengthen Research Collaboration, Innovation and Entrepreneurship**

Timeline: Years 3-5

Estimated Cost: ₦26,500,000,000

9. Conduct curriculum review workshops, industry consultations, benchmarking exercises, host accreditation visits. Engage with relevant stakeholders including industry. Provide research training, mentor early-career researchers, establish research groups. Identify potential partners, develop and submit research proposals and apply for grants. Establish industry partnerships and develop partnership agreements, collaborate on research projects
10. Establish incubation centres, provide innovation support services, promote entrepreneurship. Develop entrepreneurship programmes, provide entrepreneurship training, mentor entrepreneurs. Provide startup incubation, offer startup funding, establish startup networks. Establish industry partnerships, collaborate on entrepreneurship projects, develop industry networks. Develop Intellectual Property (IP) policies, strengthen the IP management office, promote IP awareness.

Resource Mobilization

The 2026-2030 strategic development plan will require funds in the region of approximately N110,000,000,000 (One hundred and ten billion) Naira to implement, and will be funded from multiple sources.

While the University commits to funding up to 50% of the estimated costs over the plan period of five years, the shortfall of approximately N55,000,000,000 (fifty-five billion) Naira, would need to be sourced externally, from the Rivers State Government and other donor agencies.

The Strategic Development Planning Committee has identified possible funding and revenue generation sources that will be explored to close the funding gaps. These include the underlisted:

1. Fund Raising events will be organized, the target of which would be RSU Alumni, individual and corporate friends of the University.
2. Donations from well-meaning philanthropic individuals and organizations in cash or kind.
3. Endowment of scholarships and Professorial chairs
4. Public Private Partnerships through Build Operate and Transfer (BoT) and Build, Operate and Partner (BoP) initiatives.
5. Funding from the endowment of legacy projects on all RSU campuses.
6. Investment Income from various financial instruments and securities.
7. Launching of an endowment fund

Monitoring and Evaluation

With 4 (four) strategic development goals, and 8 (eight) strategic objectives, and a cluster of 10 (ten) activity groupings, a flurry of tasks would be undertaken both simultaneously and in parallel. Measurable performance and impact indicators will be put in place and used to evaluate the implementation of this strategic development plan. A feedback mechanism within the first two years of the commencement of the plan would also be in place. Further details are provided in Section 6 of this report.

1. THE RIVERS STATE UNIVERSITY PAST, PRESENT AND FUTURE

Past

The Rivers State University, started as a College of Science and Technology (CST) established in 1970 by the administration of the first Military Governor of Rivers State, Navy Commander Alfred Diете-Spiff. The administration of Chief Melford Okilo, first civilian Governor of Rivers State, transformed CST into the Rivers State University of Science and Technology (RSUST) on 6th August 1980. The University became the first State University and premier University of Science and Technology in Nigeria. In 2017, the administration of His Excellency Chief Dr Nyesom Ezenwo Wike transformed RSUST into a multipurpose Rivers State University (RSU). The University boasts of several academic and administrative units spread across its main campus situated within the Nkpolu-Oroworukwo community in Port Harcourt Local Government Area (PHALGA), four satellite campuses at Abara in Etche Local Government Area, Ahoada in Ahoada Local Government Area, Emohua in Emohua Local Government area and the Onne Campus in Eleme Local Government area all in Rivers State.

The University has grown to have a Centre for Continuing Education, 17 Faculties, a Business School, College of Medical Sciences and a College of Postgraduate Studies in addition to other Centres and Institutes. Since 1970, the University has trained quality manpower spread all over the world.

The university has attracted national and international grants, and scholarships. The University has done pioneering work in oil and gas pollution studies in the Niger Delta. The University is well-known for its engineering programmes. It is a centre of excellence in Marine Engineering being the first of its kind in West Africa. The University is also the first to establish the Department of maritime Science in Nigeria. The Rivers State University has a vibrant Faculty of Law that has trained over fifty percent (50%) of the lawyers in the Niger Delta. The University was the first to establish a degree programme in Medical Laboratory Science in Nigeria; thus, contributing to health care delivery. In 2025, the NLNG sponsored the Research and Innovation Centre for Computer and Electrical Engineering (RICCEE). The University is known globally as a centre of excellence in vernacular architecture.

Most of our academic programmes are accredited.

Present

The university boasts of several academic and administrative units spread across its main campus situated within the Nkpolu-Oroworukwo community in PHALGA, four satellite campuses at Abara in Etche Local Government Area, Ahoada in Ahoada Local Government Area, Emohua in Emohua Local Government area and the Onne Campus in Eleme Local Government area all in Rivers. In 2025, we started re-imagining the relevance and impact of the university. We decided to re-position the University to be competitive to play in the

global league of higher education institutions. The 15th Governing Council of the University is determined to transform the University into an entrepreneurial university where research solves problems of society; where through creativity and innovation, the outcomes of research are translated into policies and products beneficial to society. Through these, we intend to create startups, employment opportunities and contribute to sustainable development of the university, host communities, Rivers State, Niger Delta, Nigeria and globally.

Future

To consolidate the present and secure the future, the 15th Governing Council is determined to take RSU to greater heights. Consequently, Council is focusing on university advancement initiatives as well as research, innovation and entrepreneurship. RSU is leveraging on the development model of Triple Helix which is a partnership between Government, industry and academia plus collaboration with professional bodies and other stakeholders.

The Governing Council has re-designated the Office of DVC Administration to become DVC Administration and Advancement to focus on sustainability. Council also approved the Office DVC Research & Development to drive research, innovation and production. As graduate studies constitute the engine room of research, the School of Postgraduate Studies has been transformed into a College of Postgraduate Studies. Research Centres, Institutes and Laboratories are being established for multidisciplinary research and development. A technology park is being established to grow an innovation ecosystem to harvest new knowledge discovered from research and translate such knowledge into products, incubate new ideas and solutions into ventures, creating startups, new jobs and wealth.

The future of RSU is full of great expectations and so the Strategic Plan 2030 intends to raise the sum of One Hundred and Ten Billion Naira (₦110 Billion Naira) to implement our developmental needs. To achieve this, the university will explore university advancement strategies. Staff and students, parents and well-wishers are being cultivated for annual giving. We are also cultivating the alumni through well-organised Alumni Association networks, Friends of the University (individuals, groups, corporate bodies) and Foundations for endowments to support the development. We invite you to become a friend of the University. A friend in need is a friend indeed! We shall be very grateful for your support.

The Rivers State University is poised to achieve her mission of quality teaching, innovative research, entrepreneurship to deliver impactful community service. The University is committed to collaboration and partnership with Government and communities at all levels, industry and other stakeholders to contribute to the attainment of the sustainable development goals to transform Rivers State, the Niger Delta, Nigeria and the world. We therefore appeal to all stakeholders to actualize the entrepreneurial vision of our University through effective implementation of RSU Strategic Plan 2026-2030.

2. INTRODUCTION

The Rivers State University 2026-2030 Strategic Development Plan

The Rivers State University is pleased to launch its second Strategic Development Plan for the period from January 2026 to December 2030. RSU's first Strategic Development Plan 2016 to 2020 was implemented over the period from 2016 to 2025 achieving giant strides in terms of the creation of Colleges, Faculties, Departments, Centres and Institutes. This was supported with commendable infrastructure development funded primarily by the Rivers State Government, the Tertiary Education Trust Fund (TetFund) and the Federal Ministry of Education's Needs Assessment Intervention funds. This 2026 to 2030 Strategic Plan seeks to build on the earlier plan and also to chart new trajectories by leveraging on the development model of Triple Helix which is a partnership between Government, industry and academia plus collaboration with professional bodies and other stakeholders.

Governance and Administration

The main administrative structure of the Rivers State University is as currently specified in the Rivers State University Law No.4 of 2017. Accordingly, the Executive Governor of the State is the Visitor. The two regulatory authorities that regulate the affairs of the University are the Governing Council and the University Senate. The Council oversees the general control and superintendence of the policy, finances and property of the university, with a Pro-Chancellor as its Chairman. The Vice-Chancellor is the Chairman of Senate. The Vice-Chancellor, Deputy Vice-Chancellor Administration and Advancement, Deputy Vice-Chancellor Academics, Deputy Vice-Chancellor Research & Development, Registrar, Bursar and the Librarian make up the principal officers of the university management. The Registrar is the Secretary to both Council and Senate.

Other leadership roles include satellite campuses Heads, Provosts, Dean of Schools, Directorates and Faculties, Heads of Departments and Units, Directors of Institutes, Centre's and other administrative units. Academic departments represent the basic units of academic organization and academic matters usually flow from the departments through faculties to Senate. Other arms of the governance structure of the University are the Congregation and Convocation.

Academic Units

The academic units include a College of Medical Sciences, College of Postgraduate Studies, fourteen academic Faculties namely: Agriculture, Basic Medical Sciences, Basic Clinical Sciences, Clinical Sciences, Engineering, Education, Environmental Sciences, Law, Science, Administration and Management, Communication and Media Studies, Medical Laboratory Sciences, Humanities and Social Sciences. The Central library provides services to all

academic departments that offer undergraduate degrees and postgraduate programmes to over fifty-thousand students annually.

The University also has several research Institutes and Centre's namely: The Institute of Education, Rivers Institute of Agricultural Research & Training (RIART), Centre for Open and Distance Learning, Institute of Geo-Sciences and Environmental Management, Institute of Pollution Studies, Centre for Climate Change & Forest Resources, Centre for Advanced Law Research, Centre for Water & Sanitation Studies, Advancement/Linkages Centre, Centre for Continuing Education, Centre of Excellence in Marine and Offshore Engineering, Information and Communication Technology Centre, and an Entrepreneurship Development Centre. These Institutes and Centres undertake extensive research and offer postgraduate programmes that meet the peculiar needs of the State, the Niger Delta region and Nigeria as a whole.

Non-Academic Units

The Rivers State University has a Registry, a Bursary and several directorates and other administrative units which work together to ensure a robust service delivery. These include the directorates of Alumni Relations, Physical Planning, Research and Development, Pre-Degree Programme, Establishment, Student Affairs and Quality Assurance. Other administrative units include the, the Health Services, Consultancy Services, Guidance and Counselling, Foundation Studies Unit, Information/Publication/Protocol (IPP), Intellectual Property and Technology Transfer Office, and the Students Industrial Work Experience Scheme Unit.

3. RSU MANDATE, VISION, MISSION AND CORE VALUES

Since inception first as a college in 1972 and then as a university since 1980, RSU has created and maintained an academic and social environment where students, lecturers and researchers are motivated and challenged to work hard and add value to the State, the Niger Delta region and to Nigeria as a whole. The Mandate, Vision, Mission, Core Values have served as reliable roadmaps and provided guidance to RSU's leadership and stakeholders to continue to make the RSU an attractive institution of higher learning in Nigeria.

Mandate

The Rivers State University at its creation and evolution, is established to:

- Produce scientific and technical manpower needed for essential development of Rivers State;
- Produce technical and science teachers for developmental programmes;
- Assist in the industrial and other developmental programmes through consultancy services, special project centres and related activities;
- Encourage the advancement of learning and opportunity of acquiring a higher and liberal education to all persons without distinction of tribe, race, creed, sex or political conviction;
- Provide courses of instruction and other facilities for the pursuit of learning in all its faculties, institutes and Centre's, and to make facilities available on proper terms to such persons as are equipped to benefit from them;
- Encourage and promote scholarship, and conduct research in all fields of learning and human endeavour;
- Relate its activities to the social, cultural and economic needs of the people of Nigeria; and; west Africa, Africa and globally;
- Undertake any other activities appropriate for a university of the highest standard.

Vision

The vision of the founding fathers of the University was thus conceived as:

- A unique and uncommon university that would be structurally and philosophically oriented to solving practical, and peculiar problems of Rivers State;
- A university that would be ultimately dovetail into our development processes in terms of industrial, agriculture, commerce, and the provision of infrastructure.
- A world-class institution for academic excellence and creativity geared towards meeting societal needs and the specific needs of the Niger Delta region in particular

Mission

RSU has as its mission a desire to:

- Expand the frontiers of knowledge in the area of science and technology through provision of excellent conditions for learning and research.

- Produce graduates who are worthy in character, learning and sound judgement;
- Contribute to the transformation of society through creativity and innovation;
- Serve as a dynamic custodian of society's values and thus sustain its integrity.

Core Values

To ensure that we maintain our integrity in attending to the needs of all stakeholders and other publics of the university, we are guided by the following core values for staff, students and in the delivery of our services:

- Innovation: Production of scientific and technical manpower of various levels needed for essential development in Rivers State, the Niger Delta Region and Nigeria
- Excellence: Commitment to a high standard of Excellence in teaching, research and service delivery that will positively impact the life style of the local community.
- Creativity: Inculcating in our students the habit of critical thinking with the view of developing a creative ability.
- Inclusivity: Encouraging the advancement of learning and to hold out to all persons without consideration of race, creed, sex or political conviction the opportunity of acquiring a higher and liberal education

4. RSU 2026-2030 STRATEGIC DEVELOPMENT PLAN FORMULATION

In formulating this strategic development plan, guidelines were developed and a call for memoranda circulated amongst all planning units (PU's). Memoranda were received and reviewed at several brainstorming meetings held by the Strategic Development Planning Committee(s), in consultation with top management of the university.

The guiding principles were based on the founding vision and mission of the University, originally conceived as "a unique and uncommon university that would be structurally and philosophically oriented to solving practical, and, in particular, the peculiar and difficult problems of Rivers State.

The underlying assumptions adopted by the SDPC were threefold namely:

- 1) That RSU possesses highly qualified and adequate personnel;
- 2) That RSU personnel are equipped with appropriate skills and expertise;
- 3) That RSU has the requisite physical infrastructure in place.

Where the above assumptions are in place, it would enable RSU to undertake ground-breaking research and provide academic leadership in the higher education sector in Rivers State, Nigeria, Africa and globally.

Needs Assessment Procedure

A needs assessment was undertaken to ascertain the current status of each planning unit (PU) in terms of quality of personnel and quantity, adequacy of physical facilities and infrastructure; quality of furniture and equipment, and access to funding for research and efficient campus management. This was done to ascertain where the current situation and establish goals to attain where we intend to be in the next five years. The needs assessment procedure adopted by the 2025-2029 Strategic Planning Committee included the following critical steps:

1. A call-for-memoranda was issued, and responses received from all planning units (PU's) across the entire university;
2. An in-depth review of the submissions received was undertaken by the Strategic Development Planning Committee;
3. The Committee compiled and analysed all identified needs submitted by planning units (PU's) in on the main campus and in all RSU's Satellite Campuses, Colleges, Schools, Faculties, Departments, Institutes, Centre's and Directorates.
4. The National Universities Commission's (NUC's) Benchmark Minimum Academic Standards (BMAS), and the Core Curriculum Minimum Academic Standards (CCMAS) were used as a guide to determine where RSU ought to be against where they currently are.
5. Following a rigorous analysis, six (6) broad categories of strategic issues were identified and 4 (four) strategic goals developed accordingly.

6. The strategic goals led to the formulation of 8 (eight) strategic objectives which were used to initiate the plan of action and implementation plan, as now covered in this strategic development planning document.
7. The Committee also set priorities, evaluated options and policies, determined possible outcomes and made recommendations as contained in this 2026-2030 Strategic Development Plan.

The Situation Analysis involved an internal analysis of the current corporate strengths and weaknesses as well as an external analysis of RSU's current opportunities and threats. Taking cognizance of the socio-political and socio-economic considerations, RSU's Situation Analysis at the commencement of the strategic development planning process in June 2025 is contained in the SWOT Analysis in section 4 of this report.

5. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

The details of RSU strengths, weaknesses, opportunities and threats (SWOT), at the commencement of the planning period provided.

Corporate Strengths

The University as an organization has shared strengths across several of its units. These strengths have been harnessed and utilized however; there is room for RSU to undertake actions that can enhance these strengths over the next 5 years. A summary of our current strengths, are as follows:

1. Large number of highly skilled, experienced, research-oriented academic and research staff, with solid grounding in their respective and collective research domains across the university also possessing local and international recognition and able to attract collaboration, and win quality and innovative research grants.
2. Self-motivated and resilient academic and non-academic staff with a growth mindset and strong commitment to student mentorship and supervision in various departments across the university.
3. Good academic and administrative leadership and direction, robust ICT Infrastructure, efficient helpdesk and user support services, innovation and digitalization drive.
4. NUC accredited undergraduate and post graduate programmes, a strong culture of discipline and academic excellence, maintains strong ties with several academic and professional regulatory bodies, up-to-date, versatile, dynamic and comprehensive curricula, and recently upgraded in line with the CCMAS.
5. High student intake in most undergraduate and postgraduate programmes across the entire university.
6. The Rivers State University campus radio station, Excel FM 103.7, which serves as a vital training ground for students and enhances community engagement and public service broadcasting.
7. Functional and well-equipped laboratories currently providing services not only to the university community but to external users as well. Light-scale industrial and entrepreneurial activities on campus which add to RSU's internally generated funds (IGR).

Corporate Weaknesses and Challenges

The University has challenges and weaknesses which hinder the actualization of its full potentials. These challenges and weaknesses form the basis for the mitigative action provided for in this plan, and targeted at addressing these weaknesses. These challenges are summarized as follows:

1. Inadequate staffing in some faculties and insufficient office accommodation, equipment, multi-functional and specialist laboratories.
2. Limited library holdings in some subject areas, lack of internal research funding outside of funding received from TETFund.
3. Security and hostel accommodation challenges on the main and satellite campuses.
4. Limited deployment of ICT infrastructure and modern teaching aids across some faculties and administrative units, power supply challenges.
5. Poor lecturing and teaching environment due to overcrowding in some faculty departments.
6. No accreditation of some Centres
7. Bureaucratic challenges such as administrative delays, rigid institutional structures, inconsistent data and resistance to change.
8. Very high student intake in some undergraduate programmes and poor subscription and very low student intake in others.

Current Opportunities

The SDPC identified several currently available opportunities that RSU can leverage upon and actions that RSU should take in order to fully harness these identified opportunities, over the next 5 years. The identified opportunities include:

1. Entrepreneurial development opportunities for students, staff and the public, using the available practical training facilities across several faculties, centres.
2. Enhancing revenue generation through commercial services using scientific and engineering laboratories, the ICTC and other infrastructure.
3. Interdisciplinary collaboration amongst several RSU's faculties to secure research grants from funding agencies for Research and Innovation
4. Digital Infrastructure and Innovation using RSU's digital labs and e-Learning centres for the provision of human capital development through short courses and professional certification.
5. Academic and curriculum expansion through new undergraduate and postgraduate programmes, new options in existing programmes.
6. Public Engagement and partnership opportunities through annual prize-giving days, media events, think-tanks and collaboration with industries, NGOs, international bodies and community-based outreach.
7. Provision of health and wellness services to the university community and the general public using RSU's health centre facilities and medical research faculties.
8. Consultancy services undertaken by RSU Institutes and Centres in environmental & Sustainability studies.
9. Public-Private Partnership (PPP) for the construction of student hostels to accommodate the teeming population.
10. Capacity to match increasing demand of hands-on skill labour in oil , Gas, Automobile, Building, and other technological industries

Corporate Threats

The university faces sectoral threats in certain faculties and departments.

1. Low student enrolment in select faculties such as Agriculture and Education.
2. Over-subscription and over admission in select faculties and departments
3. Serious infrastructure shortages in terms of classrooms and hostel accommodation.
4. Insufficient ICT equipment for a modern learning environment
5. Paucity of funds to provide sustained energy supply

6. STRATEGIC ISSUES PRIORITY SETTING OF NEEDS

A needs-gap analysis was undertaken to narrow or close the gaps in the identified discrepancies between the current situation at RSU and the desired future state consisting of excellent service delivery in academic programmes and research. The outcome of the Needs Assessment exercise helped the SDPC identify and set priorities and criteria for determining how best to allocate available funds, people, facilities, and other resources.

Strategic Issues

The Needs Assessment identified six (6) main strategic issues that are broadly categorized as follows:

1. Funding challenges which hinder the management from running the University efficiently;
2. Infrastructure deficit for teaching and student's accommodation on the main campus and all of RSU's satellite campuses;
3. Personnel shortages in and paucity of capacity building opportunities;
4. Insufficient funding for targeted research and development;
5. Satellite campuses and existing academic programmes in need of proper consolidation;
6. Service delivery challenges and limited staff motivation

This resulted in the formulation of four (4) strategic goals, eight (8) targeted strategic objectives and the corresponding 10 (ten) clusters of activities required to achieve these objectives in order to narrow the gap.

Priority Setting of Needs

The Strategic Development Planning Committee criteria for assigning priorities needs were based on several factors as follows:

1. The magnitude of discrepancies between current state of staffing, physical spaces, equipment and funding challenges versus the desired and target state;
2. Causes of and contributing factors to the specific needs of each planning unit;
3. The degree of difficulty in addressing some of the identified needs based on the resources available;
4. Risk assessment of the consequences of ignoring the identified needs;
5. The effect on other parts of the University or other needs if a specific need is or is not met;
6. The cost of implementing specific need actions.

7. STRATEGIC GOALS

- 1) Strengthen RSU's Governance and Administrative Framework and Expand RSU's Funding Base
- 2) Develop and Upgrade Physical, ICT and Security Infrastructure on All RSU Campuses and Improve Student and Staff Welfare

- 3) Enhance Productivity Through Capacity Development, Staff Recruitment and Improved Service Delivery
- 4) Improve Academic Programmes and Strengthen Research Collaboration, Innovation and Entrepreneurship

8. MONITORING AND EVALUATION FRAMEWORK

Performance Indicators:

Some examples of performance indicators to be used include:

1. Number of lecturers who received research grant per Faculty annually in the first 2 years of the Plan.
2. Amount of revenue generated from the fundraising activities by the end of year 2.
3. Number of new friendships cultivated and linkages established by the University annually in the first 2 years of the Plan.
4. Number of development and infrastructure projects that have commenced by the second year of plan implementation,
5. Amount of revenue accruing from Endowment Fund launching
6. Number of lecturers with Doctorate and Masters Degrees employed per faculty per annum in the first 2 years of the Plan.

Impact Indicators

Some examples of impact indicators to be used include:

1. Visible positive impact on increased technology use in university administration at RSU.
2. Significantly improved governance system in the University and therefore improved management of resources.
3. Significant improvement in the international outlook of the University.

PLAN REVIEW AND SUSTAINABILITY STRATEGY

Recommendations:

The Strategic Development Planning Committee recommends that an evaluation exercise should be carried out after the first 2 years of the commencement of the Plan implementation. The purpose of this is to take all necessary corrective measures after the first 2 years of implementation. In order to sustain this Strategic Development Plan, the following measures should be put in place:

1. The Strategic Development Plan should be widely circulated to the Visitor, all relevant State Government Agencies, the University community and the Alumni association, National Universities Commission and the Tertiary Education Trust Fund.
2. The Vice Chancellor should constitute a Strategic Planning Office under the Office of the Deputy Vice Chancellor Administration and Advancement that will be responsible for overseeing the operationalization, implementation, monitoring and evaluation of the Strategic Development Plan.
3. The Office of the Deputy Vice Chancellor Administration and Advancement should seek the support of international collaborators and other donor agencies for the purpose of actualizing this strategic development plan.
4. Every Planning Unit should develop an operational and implementation plan for the strategic development document. This plan should be reviewed periodically.

The Cost Estimate for implementing the plan is N110,000,000,000.00 (One hundred and ten Billion Naira) only.