



**RIVERS STATE UNIVERSITY**

# **FIVE-YEAR STRATEGIC DEVELOPMENT PLAN (2021 - 2025)**



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*His Excellency*  
**NYESOM EZENWO WIKE, CON, GSSRS, POS (AFRICA)**  
*Executive Governor, Rivers State*  
*Visitor to the University*



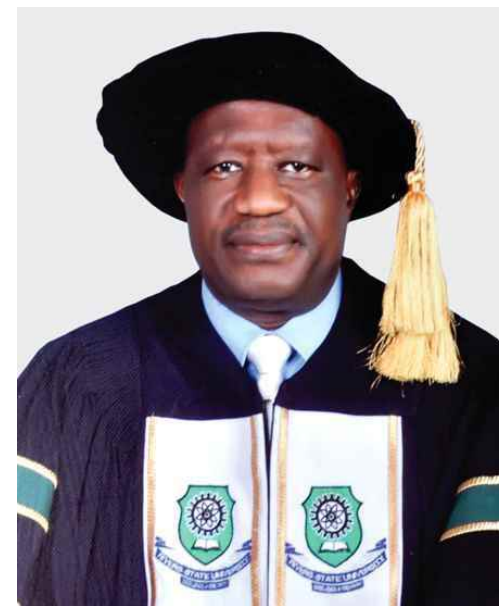
**HRH Hon. Justice Sidi Bage Muhammad 1, JSC, (Rtd)**  
*Emir of Lafia & Chairman, Nasarawa State Council  
of Chiefs and Chancellor of the University*



## FOREWORD

**Hon. Justice Iche Nwenenda Ndu (Rtd), OFR, FLGS, FIMC**  
*Pro-Chancellor & Chairman of the Governing Council*

## PREFACE



**Professor Nlerum S. Okogbule**  
*Vice-Chancellor*





**Prof. Opuenebo B. Owei**  
*Deputy Vice-Chancellor, Academic*



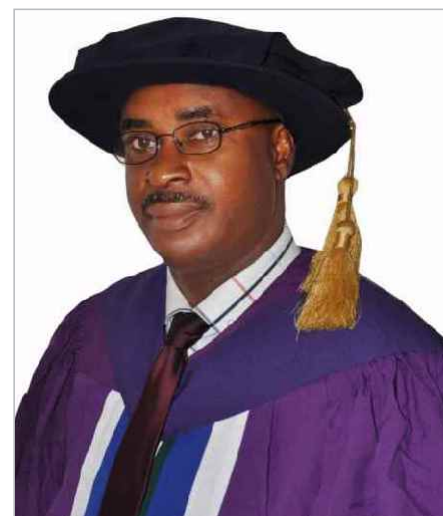
**Prof. N. S. Okoroma**  
*Deputy Vice-Chancellor, Administration*



**Dr. Sydney C. Enyindah**  
*Registrar*



**Dr. (Mrs.) Jennifer N. Igwela**  
*University Librarian*



**Mr. James Orji Ebere**  
*Acting Bursar*

## ABBREVIATIONS AND ACRONYMS

BMAS	Benchmark Minimum Academic Standards
C&I	Curriculum and Instruction
CCE	Centre for Continuing Education
CSP	Centre for Special Projects
EDC	Entrepreneurial Development Centre
FES	Faculty of Environmental Sciences
FTSE	Faculty of Technical and Science Education
HRDC	Human Resources Development Centre
IFS	Institute of Foundation Studies
IGST	Institute of Geosciences and Space Technology
IPS	Institute of Pollution Studies
ITC	Information Technology Centre
NDDC	Niger Delta Development Commission
NUC	National Universities Commission
PPU	Physical Planning Unit
PSs	Planning Units
PTDF	Petroleum Technology Development Fund
RALC	RSU Advancement and Linkages Centre
RIART	Rivers Institute of Agricultural Research and Training
RSU	Rivers State University
RVSG	Rivers State Government
TETFund	Tertiary Education Trust Fund

## MEMBERS OF THE STRATEGIC DEVELOPMENT PLANNING COMMITTEE

1. Prof. Wey Amaewhule (*Faculty of Education*) - Chairman
2. Prof. T.K.S Abam (*Director, Advancement & Linkages*) - Alternate Chairman
3. Prof. Victor Akujuru (*Director, R & D*) - Member
4. Prof. P. Ede (*Director, Academic Planning*) - Member
5. Prof. Isaac Zeb-Obipi (*Dean, Student Affairs*) - Member
6. Prof. Eric Amadi (*Director, Quality Assurance*) - Member
7. Prof. C. Israel-Cookey (*Director, ICTC*) - Member
8. Prof. B.D Kiabel (*Director, Entrepreneurship Dev. Centre*) - Member
9. Mr. Ben Woke (*Ag. Director, Physical Planning*) - Member
10. Prof. Kenneth K. Dadge (*Faculty of Engineering*) - Member
11. Prof. Donald I. Hamilton (*Faculty of Mgt. Sciences*) - Member
12. Prof. C.T. Ernejuru (*Faculty of Law*) - Member
13. Prof. I. I. Kakulu (*Faculty of Environmental Sciences*) - Member
14. Prof. Solomon Elenwo (*Dean, Fac. Of Clinical Sciences*) - Member
15. Prof. Emylia Jaja (*Faculty of Science*) - Member
16. Dr. Richard N. Amadi (*Dept. of Mass Communication*) - Member
17. Mrs. M.J Igben (*Central Library*) - Member
18. Dr. D.S. Cookey-Gam (*Director, Health Services Dept.*) - Member
19. Mr. C.U. Azumah (*Director, General Admin.*) - Secretary

## MEMBERS OF THE STRATEGIC DEVELOPMENT PLANNING COMMITTEE



Standing in Front (L-R): Prof. E.C Amadi, Prof. C. Isreal-Cookey, Prof Emylia Jaja, Prof. T.K.S Abam, Prof. W.A Amaewhule, Mr. C.U. Azumah Prof. B.D. Kiabel, Prof. P.N. ede, Prof. V.A Akujuru, Mrs. M.J. Igben.

Standing Behind (L-R): Dr. R.N Amadi, Prof. D.I Hamitton, Prof. K.K Dagbe, Prof. I. Zeb-Obipi Prof. I.I Kakulu,, Dr. D.S. Cookey-Gam

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## EXECUTIVE SUMMARY

### Introduction

Arising from the 2016 – 2020 Strategic Development Plan, this present effort represents an update of the Rivers State University's formal framework for attaining the vision and fulfilling the mission of the founding fathers against the core values of excellence and creativity as stated in the motto of the University. In this regard, the Strategic Development Planning Committee (SDPC) was inaugurated by the Vice-Chancellor, Professor Nlerum S Okogbule on the 8th January, 2021 with the following Terms-of-Reference:

1. To review the performance of the previous 5 years Development Plan (2015-2020)
2. To prepare a 5 years Strategic Development Plan (2021 - 2026)
3. To submit a report to the Vice-Chancellor within four (4) weeks from the date of inauguration of the Committee.

The Committee in commencing its assignment, in consonance with its terms of reference, took a look at the 2016 - 2020 Strategic Development Plan as a baseline input. Consequently, information was sourced from all Faculties, Departments, Centres and Units of the University concerning key issues in the Strategic Plan. The procedures adopted were Needs Assessment of Units, Need-Gap Analysis and Priority Setting of needs. The outcome of this process was the identification of seven (7) key Strategic Issues and the establishment of thirteen (13) Strategic Goals which form the basis of this five-year Strategic Development Plan for the period 2021 to 2025 as follows:

### Strategic Issues

1. Re-equipping students for success
2. Funding
3. Infrastructure
4. Personnel and Capacity Building
5. Research and Development
6. Expansion of existing programmes and introduction of new programmes
7. Service Delivery

### Strategic Thrust

This Strategic Thrust represents RSU's broad shared understanding and statement of intended strategic actions during the current planning period. The strategic thrust for the 2021 – 2025 strategic plan is as follows:

1. RSU will seek to enhance our corporate strengths through human resources development.
2. RSU will seek to overcome the identified weaknesses in the area of training, funding and inadequate infrastructure by seeking to expand the revenue base;
3. RSU will make concerted effort to harness the identified opportunities present in the region through the expansion of existing programmes and services; and
4. RSU will aim to minimize the identified threats in the area of competition and security.



## Strategic Goals

- 1: Enhance Student Success
- 2: Expand Research, Scholarship and Creative Work (Engage in target-oriented and demand driven research policy).
3. Expand the funding base of the university, investments and Internally Generated Revenue.
4. Improve the Quality and Quantity of Personnel through Capacity Building.
5. Review and Expand existing programmes and introduce new programmes.
6. Strengthen National and International collaboration through Public Private Partnership; intra and inter University collaboration.
7. Improve Town and Gown Approach with the emphasis on community service and service delivery to students.
8. Promote stability in University Governance.
9. Streamline Processes to Improve Effectiveness.
10. Upgrade Quantity and Quality of infrastructure and Utility Services.
11. Improve Security and Safety on campus.
12. Promote Sustainable Environmental Quality on campus.
13. Improve staff and student welfare.

## Needs Assessment Procedure

The procedure adopted by the Strategic Development Planning Committee in undertaking the Needs Assessment is as follows:

1. In-depth exploration and identification of needs at all planning units namely: Faculties, Institutes, Centres and Departments were conducted over an extensive period of over six (6) months.
2. The focus of the assessment was on where each of the planning units is now and where it intends to be.
3. The NUC BMAS was used as a guide to determine where RSU ought to be in line also with the vision and mission statement of the University.
4. Data gathering and analysis were done to better understand the gaps and needs of various Faculties, Institutes, Departments and Units.
5. The data collected from all units (RSU Situation Analysis Report) were used to initiate the plan of action and implementation plan as now covered in this strategic development planning document.
6. The data were also used to set priorities, evaluate possible outcomes/solutions and apply cost benefit analysis to identify which solution is best in terms of the benefits against the cost of achieving it.
7. Formulate a development plan and allocate resources necessary to implement it.



### **Need-Gap Analysis**

Where we are presently has been assessed by Planning Unit submissions. There are several needs across the entire University ranging from lack of physical infrastructure in the form of staff offices, lecture halls, studios, students accommodation, and laboratories to lack of basic furniture and internet facilities. The identified needs prevent RSU from actualizing her potentials in the area of academic programmes and research. While it is certain that in the real world, there is never enough money to meet all needs, the Needs Assessment was conducted to help the Strategic Development Planning Committee identify and set priorities and criteria for determining how best to allocate available funds, personnel, facilities, and other resources. The Needs Assessment resulted in the formulation of strategic goals, strategic objectives and the corresponding activities contained in Sections 7 and 8 of this document, based on the identified discrepancies between the current and the desired state.

### **Priority SeEng of Needs**

The criteria set by the Committee for prioritizing needs, which resulted in some needs being captured and others dropped were based on several factors:

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 not met;
6. The cost of implementing specific need actions.

### **Plan Review and Sustainability Strategy**

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. 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.
2. The newly constituted RSU Advancement and Linkages Centre (RALC) has been overseeing the implementation of the Strategic Plan as part of its Term-of-reference and core functions.
3. There should be a Strategic Planning Office derived from the Directorate of Physical, Academic Planning and Estate Division charged with monitoring and technical aspects of implementation, monitoring and evaluation of the Strategic Plan.



1. There should be a System of Quality Assurance, charged with the responsibility of ensuring that standards are maintained in service delivery.
2. Every Planning Unit should develop an operational and implementation plan for the strategic development document. This plan should be reviewed periodically.

The Estimated Cost for implementing the plan is **N93,802,500,000.00 (Ninety Three Billion Eight Hundred and Two Million Five Hundred Thousand)** naira only.



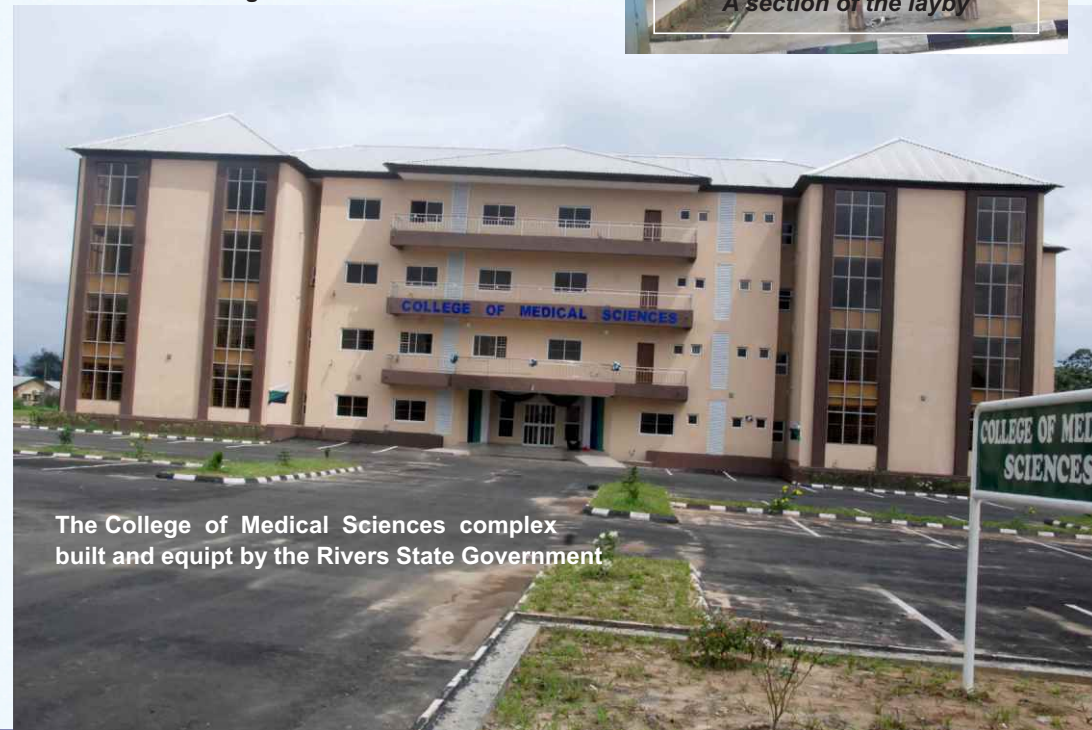
The Post Graduate School building



*The Vice-Chancellor, Prof. Nlerum S. Okogbule commissioning a layby at the Faculty of Social Sciences while Principal Officers and others dignitaries watch on*



*A section of the layby*



The College of Medical Sciences complex built and equipt by the Rivers State Government



## **1 INTRODUCTION**

### **1.1 About the University**

The Rivers State University (RSU), Nkpolu, Oroworukwo, Port Harcourt was established as a University of Science and Technology in October, 1980 by His Excellency, Chief Melford Okilo (Executive Governor of Rivers State), out of the former Rivers State College of Science and Technology (CST), founded in 1970 by His Royal Majesty, King Alfred Diete-Spiff the then Military Governor of Rivers State. The vision of its founding fathers was an uncommon university built on the core values of excellence and creativity. Some distinguished alumni include the current Visitor, His Excellency, Chief (Barr) Ezenwo Nyesom Wike, the Executive Governor of the State.

RSU is the first University of Science and Technology in Nigeria and also the first State Government-owned University in Nigeria. Her motto is "Excellence and Creativity". RSU currently has a staff strength of 3,800 and a student population of 31,000 which comprises regular, part-time and Postgraduate Students. The annual student admission rate has been increasing steadily in the past ten-year period:

2011/12 (2542), 2012/13 (4025), 2013/14 (2700), 2014/15 (3850) and 2015/16 (4500). This trend is likely to continue taking into consideration the establishment of the College of Medical Sciences.

out of 113 Universities in Nigeria. The language of instruction in the institution is English.

### **1.2 Faculties/Schools/Colleges**

RSU has twelve faculties namely Agriculture, Engineering, Environmental Sciences, Law, Management Sciences, Science, Education, Social Sciences, Humanities. It has a Postgraduate School and a College of Medical Sciences with three faculties namely: Faculty of Basic Medical Sciences, Faculty of Basic Clinical Sciences and Faculty of Clinical Sciences.

### **1.3 Institutes/Centres/Units**

RSU has five Institutes namely: Foundation Studies Unit (FSU), Institute of Pollution Studies (IPS), Institute of Education (IOE), Rivers Institute of Agricultural Research and Training (RIART) and the Institute of Geosciences and Environmental Management. It has six Centres namely: RSU Advancement and Linkages Centre (RALC), Centre for Continuing Education (CCE), Centre for Special Projects (CSP), Information and Communication Technology Center (ICTC), Centre for Niger Delta Studies (CNDS), and Entrepreneurial Development Centre (EDC).

### **1.4 Academic Programmes**

The University runs 58 programmes at the undergraduate level and 318 at the postgraduate level.



### 1.5 Professorial Chairs

#### Endowed Professorial Chairs

RSU has had a number of endowed professorial chairs to encourage research and publications as follows:

Michelin - Professor of Mechanical Engineering.

G.K.J. Amachree - Professor of Chemical Engineering. SPDC - Professor of Environmental Pollution Studies.

Nigerdock - Professor of Naval Architecture and Marine Engineering.  
Nigerian Agip Oil Company (NAOC) - Professor of Petroleum Engineering.

The Federal Inland Revenue Services (FIRS) –Professor of Taxation Law.  
DRRFRI –Professor of Agricultural Engineering.

Justice A G Karibi-Whyte Professor of Law.

### 1.6 Governance and Administrative Structure

The main administrative structure of the University is as specified in the Rivers State University (RSU) Law of 1980. Accordingly, the Executive Governor of the State is the Visitor while the Chancellor is the Chairman of Convocation. The two regulatory authorities of other affairs of the University are the Governing Council and the Senate. The Council oversees the general control and superintendence of the policy, finances and property of the University, while the Senate is the supreme academic authority responsible for promotion of teaching, research, control of examinations, award of degrees and distinctions. The Pro-Chancellor is Chairman of the Governing Council of the University while the Vice-Chancellor is the Chief Executive Officer of the University and Chairman of Senate.

Currently the Principal Officers of the University are the Pro-Chancellor, the Vice-Chancellor, the Deputy Vice- Chancellor(s), the Registrar, the Bursar and the University Librarian. The Registrar is the Secretary to Council and Senate. Like most other Universities in Nigeria, RSU has adopted the committee system in its approach to management. Based on this, next on the ladder of authority are College/Faculties/Institutes and Centres, headed by a provost, deans and directors and who use several committees and sub-committees to handle specific assignments of these bodies. The departments represent the basic units of academic organization of the University. Therefore academic matters usually flow from the departments through Faculties/Colleges, Centres and Institutes to Senate. Other arms of the governance structure of the University are the Congregation and Convocation. In addition to the function of electing two members of Council, Congregation has such other functions as may be provided by statute.



Biological Sciences Complex - TETFund Normal Intervention, 2012



## 2 VISION, MISSION STATEMENT AND CORE VALUES

Since inception, the Rivers State University (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 Nigeria as a whole. The Vision, Mission, Core Values, and Principles have been reliable road maps which have guided leaders and stakeholders to continue to make RSU an attractive Institution of higher learning in Nigeria.

### 2.1 The Vision

To be 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.

### 2.2 The Mission

To expand the frontiers of knowledge in the area of science and technology through provision of excellent conditions for learning and research. To produce graduates who are worthy in character and sound judgement; to contribute to the transformation of society through creativity and innovation; to serve as a dynamic custodian of society's salutary values and thus sustain its integrity.

### 2.3 RSU Mandate

The Guiding Principles are based on the vision and mandate of the founding fathers of the University. Rivers State University of Science and Technology was thus conceived as "a unique and uncommon University that should be structurally and philosophically oriented to solving practical, and in particular, the peculiar and difficult problems of Rivers State; and that the university should be ultimately dovetailed into our development processes – industrial, agriculture, commerce, provision of infrastructure. It is expected to serve as the engine for the generation of indigenous technology and that the Rivers State University would unleash the creative and innovative capabilities of our people for the solution of our problems and enhance the quality of life; it should train both the mind and the hand. The presence of the University was eventually supposed to transform the State into the **"Technology Base of the State"** and thence **"The Technology Base of the Nation"** being guided at all times the University doctrine of excellence and creativity.

### 2.4 The Core Values

To ensure the maintenance of our integrity to meet the needs of the University Community and other stakeholders, the University is guided by the following core values in the delivery of our services:

1. Production of scientific and technical manpower of various levels needed for essential development in Rivers State, the Niger Delta Region and by extension the Country Commitment to a high standard of Excellence in teaching,



research and service delivery that will positively impact the life style of the local community.

3. Inculcating in our students the habit of critical thinking with the view of developing creative ability
4. 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

### **3 GUIDING PRINCIPLES AND PLANNING ASSUMPTIONS**

In formulating this Strategic Development Plan, guidelines were developed and a call for memoranda circulated amongst all university planning units. This was further strengthened with review meetings held between the Strategic Development Planning Committee and Management, Deans, Directors, Departmental Heads and Unions of staff and students.

#### **3.1 Guiding Principles**

The Guiding Principles are based on the vision and mandate of the founding fathers of the University. Thus RSU was established to: produce scientific and technical manpower of various levels needed for essential development; 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 to all persons without distinction of race, creed, sex or political conviction the opportunity of acquiring a higher and liberal education. It was also established to provide courses of instruction and other facilities for the pursuit of learning in all the faculties and institutes, and to make facilities available on proper terms of 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 **Undertake** any other activities appropriate for a University of the highest standard.

#### **3.2 The Strategic Development Planning Assumptions**

##### **The Strategic Development Planning Assumptions**

The major assumption here is that being a University of Science and Technology, RSU possesses appropriate expertise amongst its staff to produce this Strategic Development Plan of the university in order to achieve the mission and vision of the RSU founding fathers. The Strategic Development Planning Committee was thus constituted by the Vice-Chancellor with membership drawn from the relevant Units of the University without the use of external consultants.



## 4 SITUATION ANALYSIS

### 4.1 Introduction

A Situation Analysis survey was undertaken consisting of an analysis of internal and external issues, in order to review the Strengths, Weaknesses, Opportunities and Threats (SWOT) facing the Rivers State University of Science and Technology. The SWOT analysis offers a well-rounded, holistic picture and an incisive tool for the development of this strategic plan.

### 4.2 Internal Self-Analysis

A robust internal self-analysis was undertaken to determine the strengths and weaknesses of all planning units and ultimately the strengths and weaknesses of the entire university. The outcome of this exercise is summarised in section 4.2.1.



The Information Communication and Technology Centre (ICTC) of the University

### 4.2.1 Summary of Strengths

1. **Academic Programmes:** Unique Academic Programmes with NUC and Professional Accreditation. Excellent and highly subscribed Postgraduate programmes across several Departments and Institutes
2. **Physical Facilities:** Institute of Pollution Studies, Faculties of Science, Engineering and Law have purpose-built and modern infrastructures and functional laboratories. The Health Services Centre possesses a modern state-of-the-art facility.
3. **Library Spaces/Holdings:** The University possesses a functional University Library with access to online resources.
4. **Staff:** Student Ratio and Welfare: The Staff/Student ratio currently meets the NUC Benchmark Minimum Academic Standards across a majority of the Departments and a cordial relationship between staff and students is maintained.
5. **Management:** Visionary, creative and very committed leadership with full Integration of ICT into University Management Systems.
6. **Personnel:** Highly qualified, experienced and dedicated academic and professional staff in several disciplines and who have established local and international networks. Well trained, highly motivated technical staff in most disciplines.



#### 4.2.2 Summary of Weaknesses

1. **Physical Facilities:** Dearth of fully functional specialist and central certified laboratories, inadequate/outdated laboratory equipment in several faculties/Institutes. Inadequate physical facilities (offices, studios, lecture halls, workshops) with outdated furniture and lack of internet facilities. An outdated University Physical Master plan. Inadequate office space for Management Staff and the Registry Units. Unhealthy fragmentation of Faculties and Departments due to insufficient physical space. No sports complex or Gymnasium on campus
2. **Equipment:** Insufficient operational field vehicles and buses for educational tours. Inadequate specialized field and laboratory equipment for training and research.
3. **Library Spaces/Holdings:** Inadequate space for faculty libraries. Inadequate subscription to current foreign and local journals, inadequate staffing, poor internet access, basement flooding and severe cracks on the walls of the building.
4. **Staff Student Ratio and Welfare:** Poor Staff/Student ratio and poor Technical Staff: Academic Staff Ratio in some disciplines.

5. **Funding:** Inadequate funding and near-total dependence on the Government as the main financier
6. **Personnel:** Insufficient academic and non-academic staff across several departments resulting in the existing staff being overworked. Absence of structured career enhancement training, inadequate funding for local/international conferences and seminars
7. **Management:** Outdated and conflicting Terms-of-Reference on the functions of some service units and departments.
8. **Security:** Lack of funding to cater for collaborating security agencies and insufficient security patrol vehicles.
9. **Departments/ Centres:** Non-functional Centre for Special Projects and Centre for Niger Delta Studies

#### 4.3 External Analysis

Environmental scanning was undertaken by all Planning Units which include Faculties, Institutes, Centres, Departments and Administrative Units, who were provided with templates for the exercise. The Planning Units provided information on their respective mission statements, staffing, infrastructure and funding patterns. The outcome of the university-wide environmental scanning exercise has helped RSU in identifying the opportunities available as well as the threats within our immediate environment.



#### 4.3.1 Summary of Opportunities

1. **Academic Programmes:** There is an Increasing demand for admission into Postgraduate programmes. Renewed national focus on agriculture. Renewed government and private sector interest in Power generation and in Iron and Steel production. Increase in the demand for specialist managerial training programmes. Demand for the development of new academic programmes and short certificate courses in response to the needs of the region and changing environment. Excellent opportunity for adult, part-time and sandwich education.
2. **Physical Facilities:** There are excellent opportunities for Campus Greening and Sustainable space management practices through a revision of the existing outdated University Physical Master Plan.
3. **Staff Student Ratio and Welfare:** Graduate employment opportunities in Industry, Public and Private Establishments and self-employment. A rich environment with opportunity for physical and economic development with a strong Potential to improve student admission across all departments.
4. **Funding:** There are opportunities to develop entrepreneurial skills for the immediate catchment for Internally Generated Revenue (IGR).

5. **Collaboration:** There are several opportunities for national and international collaboration and opportunities provided by the new Sustainable Development Goals. A high potential for town-gown relationship for skills development and application. Potentially rich environment for technological development in oil & gas industry and rendering consultancy services and analytical services to companies and individuals, private and governmental organizations.
6. **Research and Development:** There is ample opportunity for accessing research funds from Government agencies e.g. TETFUND, NDDC, PTDF.

#### 4.3.2 Summary of Threats

1. **Academic Programmes:** Presence of Higher Institutions within the region that are offering similar undergraduate and Postgraduate Programmes. Poor public perception of the University programmes by the wider society leading to gross imbalance in the demand for disciplines such as Law and Management Sciences in preference to Agriculture and Science
2. **Physical Facilities:** Erratic Power Supply. Inability to fund and sustain accreditation requirements in terms of classrooms, equipment, studio space, and staff offices, student ratio is a constant threat to all programmes.
3. **Library Spaces/Holdings:** Limited current library holdings.
4. **Staff Student Ratio and Welfare:** Inability to attract high performing science-oriented students from Secondary Schools



into the University. Candidates' attraction to other schools with adequate infrastructure.

5. **Funding:** Insufficient funding to adequately provide required teaching and research facilities.
6. **Personnel:** Staff attraction to other schools with adequate infrastructure.
7. **Security:** Insecurity in the region may prevent international presence and restrict international collaboration. Serious threat from cult groups and public access to campus as a thoroughfare.
8. **Institutes/Departments/Centres:** Threat of closure of some departments due to consistently low student patronage. Apathy of female students towards Mechanical Engineering. Apathy towards agricultural engineering programmes.

#### 4.4 Environmental

#### Analysis

Environmental factors and influences include Political, Economic, Social and Technological factors (PEST). The current PEST situation of dwindling economic fortunes, a downturn in the oil and gas related revenue and operations activities as well as insecurity are challenges that will have to be addressed in the Strategic Plan. Considering that RSU is not in a position to control these variables; we can only plan for their mitigation and make decisions as the need arises. The environmental analysis helps RSU to prepare for a variety of potential

scenarios and in the current situation proffers strategies for improving on-campus security as well as increasing internally generated funds intertwined into this Strategic Development Plan. The PEST analysis provides a framework for proactive thinking on the part of management and the tools for amelioration of potential risks.

RSU continually strives to become a world-class University that will, through excellence and creativity, tackle the challenges of the Niger Delta region and Nigeria. In line with the vision of the founding fathers, the outcome of the Situation Analysis has identified gaps in Section 5, which are presented as strategic issues in Section 6 and strategic objectives in Section 7 of the Strategic Development Plan.





## **5 NEEDS ASSESSMENT AND GAP ANALYSIS**

### **5.1 Introduction**

The National Universities Commission (NUC) sets the Benchmark Minimum Academic Standards (BMAS) for the smooth running of undergraduate and postgraduate programmes in Nigerian Universities. BMAS sets the basis in terms of funding, staffing, student enrolment and physical infrastructure. Based on BMAS, needs assessment is a systematic process for determining and addressing needs, or "gaps" between current conditions and desired conditions or "wants". The discrepancy between the current condition and desired condition must be measured to appropriately identify the need. A comprehensive needs assessment survey was undertaken by all the Planning Units in the course of this exercise which resulted in an extensive compilation of the needs and gaps. Although it is not presented here in its full content, the discrepancy/gap between what/where RSU currently is and what/where it should be based on the NUC BMAS and in line with actualizing the vision of the founding fathers, forms the main content of subsequent sections of this report.

### **5.2 Needs Assessment Procedure**

The procedure adopted by the Strategic Development Planning Committee in undertaking the Needs Assessment is as follows:

1. In-depth exploration and identification of needs at all planning units namely: Faculties, Institutes, Centres and Departments was conducted over a period of 3 months.
2. The focus of the assessment was on where each of the planning units is today vis-à-vis where it intends to be.
3. The NUC BMAS was used as a guide to determine where RSU ought to be in line also with the vision and mission statement of the University.
4. Data gathering and analysis were done to better understand the gaps and needs of various faculties, Institutes, departments and units.
5. The data collected from all Planning Units were used to initiate the plan of action and implementation plan as now covered in this Strategic Development Planning Document.
6. The data were also used to set priorities, evaluate possible outcome/solution and apply cost benefit analysis to identify which solution is best in terms of the benefits against the cost of achieving it.
7. Formulate a development plan and allocate resources necessary to implement it.



### 5.3 Need-Gap Analysis

Where we are presently has been assessed using planning unit submissions. There are several needs across the entire university which ranging from lack of physical infrastructure in the form of staff offices, lecture halls, studios, student's accommodation, and laboratories to lack of basic furniture and internet facilities. The identified needs prevent RSU from actualizing her potentials in the area of academic programmes and research. While it is certain that in the real world, there is never enough money to meet all needs, the Needs Assessment was conducted to help the Strategic Development Planning Committee identify and set priorities and criteria for determining how best to allocate available funds, personnel, facilities, and other resources. The Needs Assessment resulted in the formulation of strategic goals, strategic objectives and the corresponding activities contained in Section 6, Section 7 and Section 8 of this report based on the identified discrepancies between the current and desired state.

### 5.4 Priority SeEng of Needs

The criteria set by the Committee for prioritizing needs, which resulted in some needs being captured and others dropped were based on several factors:

1. The magnitude of discrepancies between current state of staffing, physical spaces, equipment and funding challenges versus the target states;

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 actions.

### 5.5 Strategic Options and Alternatives

The University continues to strive towards the attainment of its vision. It is our believe that in no distant time the Rivers State University would become the Technology base of the Nation to enhance industrialization taking into consideration the sharp decline in the revenue from crude oil.





## **6 STRATEGIC ISSUES, THRUST AND GOALS**

### **6.1 Strategic Issues**

The strategic development planning process presents a systematic procedure for identifying the key issues that RSU must get right if it is to achieve its goals for the 2021-2025 development planning period. These key issues popularly described as Strategic issues are fundamental to the process of corporate strategic planning. Following a robust Needs Assessment across all Planning Units, a number of strategic issues were identified. This section presents the strategic issues, outlines the strategic thrust for the planning period, and formulates the Strategic Goals. The Strategic Issues facing RSU have been identified from a synthesis of the Situation Analysis and Needs Assessment Survey conducted by the Strategic Development Planning Committee. It identifies the fundamental policy questions and critical challenges affecting RSU and preventing her from actualizing her vision/mission mandate, core values, management, and service delivery. Although several issues were identified in the course of the situation analysis, six (6) key strategic issues which are most significant and which adversely affect RSU today, are as follows:

1. Inadequate Funding.
2. Inadequate Infrastructure
3. Insufficient Personnel and Poor Capacity Building
4. Insufficient Research and Development
5. Limited Academic and other Programmes
6. Poor Service delivery

The above listed issues currently hinder the University from fulfilling her vision/mission and meeting the dreams of the founding fathers. RSU currently experiences several challenges in the area of funding of the day-to-day running of the University. The main financier of the University is the Rivers State Government and in the wake of global and national economic downturn, funding has become a more critical issue than ever before. Funding impacts on all the other issues identified.

Infrastructure is currently inadequate and therefore limits the overall number of academic programmes that the University can offer despite the opportunities that are present in the region. Low personnel recruitment and insufficient capacity building introduces severe setbacks in the actualisation of RSU's vision to be a world-class uncommon university. RSU is in a position to offer numerous academic programmes but is currently unable to do so, due to the restrictions imposed by inadequate and aging infrastructure. A combination of all the issues discussed makes it difficult to ensure credible delivery and this needs urgent attention.

### **6.2 Strategic Thrust**

This Strategic Thrust represents RSU's broad shared understanding and statement of intended strategic development actions during the current plan period. The strategic thrust for the 2021 – 2025 strategic development plan is as follows:

1. RSU will seek to enhance her corporate strengths through human resources development.
2. RSU will seek to overcome the identified weaknesses in the



area of funding and inadequate infrastructure by seeking to expand the revenue base;

3. RSU will make concerted effort to harness the identified opportunities present in the region through the expansion of existing programmes and services; and
4. RSU will aim to minimize the identified threats in the area of competition and security.

### **6.3 Strategic Goals**

Following a rigorous process of brainstorming and interaction with management and all the Planning Units within the University, thirteen (13) Strategic goals were identified as key goals to be accomplished within the 5-year planning period as follows:

1. Enhance Student Success
2. Expand Research, Scholarship and Creative Work (Engage in target-oriented and demand driven research policy).
3. Expand the funding base of the university, investments and Internally Generated Revenue.
4. Improve the Quality and Quantity of Personnel through Capacity Building.
5. Review and Expand existing programmes and introduce new programmes.
6. Strengthen National and International collaboration through Public Private Partnership; intra and inter University collaboration.

7. Improve Town and Gown Approach with the emphasis on community service and service delivery to students.
8. Promote stability in University Governance.
9. Streamline Processes to Improve Effectiveness
10. Upgrade Quantity and Quality of infrastructure and Utility Services.
11. Improve Security and Safety on campus.
12. Promote Sustainable Environmental Quality on campus.
13. Improve staff and student welfare.

## **7 STRATEGIC OBJECTIVES AND EXPECTED OUTCOMES**

The Strategic Objectives define RSU's strategies and implementation steps required to enable us attain the identified goals listed in Section 6. The Strategic Objectives are specific, to each particular set goal and are measurable. The expected outcome of each particular objective is clearly stated and for clarity the detailed implementation activities associated with each strategy are presented in Section 8 of this document.

### **7.1 Goal 1: Enhance Student Success**

Transform undergraduate and graduate student learning and academic support with a firm commitment to student success and the development of knowledgeable, skilled, and engaged graduates prepared for an ever-changing world. The Strategic objectives are as captured in Table 1.

**Table 1 – Strategic Objectives to Enhance Student Success**

S/No	Strategic Objectives	Expected Outcomes
G1.S1	<b>Expand pedagogical approaches focused on engaging students in learning across the curriculum.</b>	Promotion of pedagogical approaches (e.g., flipped classrooms, team-based/problem-based learning, less hierarchical/more facilitative pedagogy, study groups, actionresearch, students teaching students).
		Implementation of widespread data analytics and self-pacedlearning options in courses.
		Promotion of increased faculty -student and student -student interaction (e.g., instructor -student feedback cycle, peer assessment/review, early alerts)
		Expansion of scope and strategy of the degree programme to ensure student engagement and to enhance recruitment and retention of high -achieving students; seek external investment to ensure the Programme's continuedvitality.
		Increased integration of civic engagement and experiential learning projects and ensure programmes actively engage students in integration, synthesis, and applicationof knowledge
		Expansion of online course offerings for all students and for targeted populations(adultlearners).

S/No	Strategic Objectives	Expected Outcomes
G1.S2	<b>Significantly expand opportunities for experiential learning within all disciplines, and restructure academic and career advising to beter support students in meeting their life goals.</b>	Movement towards professional advising, especially in early years of the student experience and systematically assess the effectiveness of advising at all levels.
		Emphasize internships and experiential learning opportunities through knowledgeable advisors and a strong collaboration between the Counsellin g Unit and advisorsin all areas.
		Expansion of efforts to make graduate students and their advisers aware of and prepared for both academicandnon-academiccareers.
		Cultivation, valuing, and tracking experiential/ project-based learning early in the student's career in every undergraduate discipline and in all post graduate degreeprograms.
		Promotion of internships and mentorships, where potentially useful.
		Development of greater coordination between the Counselling Unit and departments, including the assessmentof graduates and theirsuccess.



S/No	Strategic Objectives	Expected Outcomes
G1.S3	<b>Facilitate the implementation of new learning pedagogies and expand modes of course delivery and assessment by leveraging space and time in new ways.</b>	Allocation of space and technology to facilitate interdisciplinary collaborations and connections among and between faculty, students, and graduate students.
		Scheduling of classes to meet new pedagogical approaches, including service and experiential learning.
		Establishment of interconnectivity between campuses by introducing intercampus transportation options, developing an effective administrative and academic integration among Port-Harcourt, Etche, Emohua and Ahoada campuses, and advancing digital integration
		Learning through collaborative use of resources, e.g., inter-professional education
		Use of alternate course delivery systems that facilitate engagement, deep learning, on-time graduation, and exploration in other disciplines and address the needs of academically challenged students
		A robust University Library that is able to accommodate the increasing demand for academic support services.

S/No	Strategic Objectives	Expected Outcomes
G1.S4	<b>Provide a comprehensive faculty development program, align incentives, and explore the opportunity for faculty teaching and expanded digital initiatives within the University Libraries.</b>	Promotion of initiatives designed to assist faculties in recognizing different student learning styles and developing inclusive curricular and assessment strategies.

## 7.2 Goal 2: Expand Research, Scholarship and Creative Work

Achieve high-impact, translational, and innovative research, scholarship, and creative work that addresses state, regional, and world challenges to improve health, environmental sustainability, economic development, and the human experience. Table 2 captures the strategic objective and expected outcome to expand research, scholarship and creative work.

**Table 2:** Expand Research, Scholarship and Creative Work

S/No	Strategic Objectives	Expected Outcomes
G2.S1	<b>Broaden resources and support for significant growth in research opportunities with the state, nation and world, and demonstrate value and recognition for multiple forms of scholarship</b>	Generation of research, scholarship, and creative work across all academic disciplines with emphasis in four core strategic and trans-disciplinary themes: (a) Health, (b) Science and Technology, (c) Environment, and (d) Liberal Learning and Scholarship for the 21st Century.
		Recruitment of senior -level academic staff in critical areas where the University is underrepresented or needs to accelerate development

S/No	Strategic Objectives	Expected Outcomes
		Enlistment of senior research academic staff to mentor, advise, and assist younger staff
		Establishment of clear and open lines of communication about measuring faculty research productivity; appropriately value various disciplines and types of scholarship
		Enhanced University Library to support research, scholarship, and creative work and make Special Collections a centerpiece of scholarship and a distinctive element of RSU
		Continued and extended commitment to international collaborations
		Establishment of an effective research infrastructure, e.g., establishment of a state-of-the-art research facility and a high-performance computing center
		Ensuring that the University Library provides access to current online publications and databases, and to access collections in nearby libraries
G2.S2	Foster inquiry-based interdisciplinary knowledge and the Scholarship of Teaching and Learning, and build greater connections across disciplines and academic units	<ol style="list-style-type: none"> <li>1. Recognition of the Scholarship of Teaching and Learning (e.g., promotions, awards, grants, tenure, advancement, citations)</li> <li>2. Improvement of publicity, marketing, and sharing of faculty and student research to key stakeholders within and outside the University across multiple media outlets and open access</li> <li>3. Improvement in infrastructure to serve multidisciplinary faculty research, scholarship, and creative work <ol style="list-style-type: none"> <li>a. Development of an interactive, visible, searchable website that lists faculty areas of expertise in research, teaching, and service</li> </ol> </li> </ol>

S/No	Strategic Objectives	Expected Outcomes
G2.S3	<b>Target research initiatives that impact economic and workforce development</b>	<ol style="list-style-type: none"> <li>b. Expansion in opportunities to build vertical research teams with interdisciplinary components</li> <li>4. Attraction of new graduate students by developing new programs and renewing existing programs</li> <li>5. Ensuring that University-supported graduate assistantships (teaching and research) are: strategically and equitably allocated to best support teaching and research needs and graduate program advancement; supportive of interdisciplinary programs; and reviewed on a regular basis</li> <li>6. Create professional development opportunities for graduate students without teaching assistantships to gain experience and knowledge about pedagogy</li> </ol>
		<ol style="list-style-type: none"> <li>1. Expansion and nurturing of synergistic partnerships and funding with various stakeholders (e.g., corporations, philanthropic, governmental, and community-based organizations) at local, state, national, and international levels</li> <li>2. Building of public support and appreciation for the University's research, scholarship, and creative work and its interconnectedness with economic and workforce development and enhancing quality of life in the Niger Delta</li> <li>3. Implement innovations in digital technology and communication for researchers who are developing and preparing grant applications, preparing graduate fellowship applications or using the visual arts for enhancing graphics and illustrations in scientific writing and presentations</li> </ol>

S/No	Strategic Objectives	Expected Outcomes
G2.S4	<b>Involve undergraduate and graduate students in rich and varied research, creative projects and other opportunities</b>	<ol style="list-style-type: none"> <li>1. Development of coordinated support services for undergraduate projects and explore the potential for creating an office or center to support and organize these services</li> <li>2. Increased students' knowledge of preparing scholarly proposals for external funding for research and/or creative activities</li> <li>3. Aggressively publicize funding opportunities and successfully funded and completed research</li> </ol>
G2.S5	<b>Develop high-performance research computing initiatives to facilitate research and advance big data analyses and applications across all disciplines</b>	<ol style="list-style-type: none"> <li>1. Procurement and support of computational resources for faculty and students and provide a learning and training environment that includes: <ol style="list-style-type: none"> <li>a. Technical support for computational, mathematical, and statistical consulting related to high-performance computer (HPC) enabled research</li> <li>b. Incentives for the formation of interdisciplinary research teams around HPC to encourage broad RSU community involvement in research</li> <li>c. Training and educational support for researchers and students</li> <li>d. Enable and enhance HPC and research computing support for teams seeking external research funding</li> <li>e. Provide student and instructor access to data, HPC and research computing, and advanced analytical tools to improve opportunities for critical problem solving in multiple disciplines</li> </ol> </li> <li>2. Encourage the Big Data Collaborative to form an Institute for Data Intensive Discovery to generate synergy among Big Data researchers and to coordinate related education and research activities across campuses</li> </ol>

S/No	Strategic Objectives	Expected Outcomes
		<ol style="list-style-type: none"> <li>3. Create undergraduate and graduate courses, certificates, programs, and minors in big data, data science and/ or data analytics. Begin with grand challenge, honors, and general education courses and develop training and educational support for faculty and student users</li> <li>4. Develop user policies and management plans that attract new users and encourage new and innovative ways to use computing in the humanities, arts, and education</li> <li>5. Provide incentives and organizational structure to foster a community of researchers in high-performance and research computing</li> <li>6. Develop metrics for areas such as usage by faculty and students, funds invested by deans for faculty start-up packages, and grant impact—e.g., number of grant applications referencing the HPC Center</li> <li>7. Ensure that graduate students have access to statistical expertise for their research</li> </ol>
G2.S6	<b>Improvement in research funding</b>	Significant increase in the number of lecturers receiving research grants and execution of quality of research output that are demand-driven and target oriented
G2.S7	<b>Improvement in access to high quality journals and literature</b>	Significant improvement in and quality of publications from the University as measured by Impact Points of each publication
G2.S8	<b>Improved dissemination of research findings</b>	Improved acceptability of publications from the University
G2.S9	<b>Improvement in proposal writing to enhance access to more research grants</b>	Increase in recipients of research grants
G2.S10	<b>In-depth focus on research, which addresses the peculiar challenges of the Niger Delta Region</b>	More publications from works on the Ecology and developmental needs of the Niger Delta Region



### 7.3 Goal 3: Expand the Funding Base of the University

Inadequate funding is one of the strategic Issues facing RSU and the 2021-2025 Strategic Development Plan intends to aggressively tackle the issue of inadequate funding through the expansion of the revenue base of the University. Eight (8) Strategic Objectives and the associated expected outcomes are indicated in the table below.

**Table 3 - Strategic Objectives to Expand the Funding Base of the University**

S/No	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G3.S1	Increase internally generated revenue	An increase in proportion of internally generated revenue over a given time-frame, Annually?, biennially??
G3.S2	Set up revenue generating technical collaboration with industries, government and non-government organizations	An increase in the number of linkages within and outside Nigeria established by the Linkages and Advancement Centre annually Therefore, an overall improvement in the rating of the university
G3.S3	Expand existing part-time programme	An increase in the number of part time programmes established per unit time and therefore an increase in revenue accruing to the university
G3.S4	Embark on additional revenue generating investment	An increase in the number of investment units established per unit time with resultant improvement in employment opportunities for youths in the State and increase in revenue generation
G3.S5	Encourage the establishment of industrial parks	Creating employment opportunities for youths in the State and generating revenue for the university
G3.S6	Improvement in Endowment fund drive	Significant increase in revenue accruing from Endowment Fund Drives over a given time-frame
G3.S7	Improvement in Government subvention	Proportionate increase in Government Subventions to the University; quarterly or annually.
G3.S8	Improvement in access to intervention funds.	Proportionate increase in the value of intervention funds to the University over a given time-frame
G3.S9	Establish a Directorate of investment to oversee revenue-yielding ventures	Increased revenue inflow into the University coffers. Revenue generating components of the University will be more active and adapt to best practices.

### 7.4 Goal 4: Improve the Quality and Quantity of Personnel through Capacity Building.

The insufficient quantity of personnel in all cadres and the poor quality of personnel in some areas is slowing the rapid progress of the institution. To enhance the current strengths and overcome the weaknesses in this area, the 2021-2025 Strategic Development Plan intends to improve the overall quality and quantity of personnel in RSUST and in order to do this, three (3) Strategic Objectives have been identified as follows:

**Table 4 - Strategic Objectives to Improve the Quantity and Quality of Personnel**

S/No	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G4.S1	Encourage continuous Academic & Academic/ Professional Development	Significant increase in the number Credit points obtained by each lecturer from attendance of conferences, seminars, workshops per unit time
G4.S2	Attraction of high quality staff	Increase in the number of Ph.D. holders, Masters, 1st Class and 21 Graduates employed annually per faculty and number of lecturers with registrable postgraduate professional qualifications.
G4.S3	Embark on Staff Development Training	Improved Staff Quality & Quantity





## 7.5 Goal 5: Review and Expand existing programmes and introduce new programmes.

There are several opportunities in the Niger Delta and the demand for new academic programmes at both undergraduate and postgraduate levels is always on the increase. In the face of globalization, and quality and advances in knowledge and technology, existing programmes

2021-2025 Strategic Development Plan intends to harness RSU's opportunities by reviewing and expanding existing programmes including the introduction of new ones. This will be achieved under six (6) key Strategic Objectives outlined below:

**Table 5 – Strategic Objectives to Review and Expand Existing Programmes**

S/No	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G5.S1	Establish new faculties, colleges, institute, department and administrative units in the university	Increase in the number of new faculties, institute, departments and administration Units established per unit time
G5.S2	Expansion of some programmes in the faculties to include Open and Distance Learning programme (ODL)	Number of programmes expanded by faculties per unit time will increase effective manpower production
G5.S3	Demand-driven curriculum and programmes	Curriculum Review Committees established in faculties
G5.S4	Expansion of demand-driven undergraduate programmes	Significant increase in number of students admitted into new programmes into the university and graduated to meet developmental manpower needs of society
G5.S5	Expansion of demand-driven of postgraduate programmes	Significant increase in number of graduate students admitted into new programmes and graduated to meet development manpower needs of society
G5.S6	Regular review and updating and updating of existing programmes	Number of review meetings held per unit time improvement in manpower production and employment opportunities

New Senate building under construction by RSG

might have become outdated and obsolete and in need of review. The

## 7.6 6: Strengthen National/International Collaboration through Public Private Partnership; intra and inter University collaboration.

Collaborative Partnerships are beneficial to the University in several areas and can improve the employability of RSU Graduates. Six (6) Strategic Objectives will be embarked upon during the Planning period to enable RSU achieve this goal as follows:

**Table 6 – Strategic Objectives to Strengthen National/International Collaboration**

S/No	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G6.S1	Promote partnership with industries in and around Port Harcourt	Significant increase in link ages with industries per unit time for improved training and research
G6.S2	Establish exchange programmes for staff and students with universities in Nigeria, and overseas.	Marked improvement in the international outlook of the University. Number of exchange programmes established per unit time will increase and enhance quality in age???
G6.S3	Modify the admission policy to make it more cosmopolitan with the emphasis on admission of foreign students	Significant increase in the number of foreign students admitted per annum and congenial impact on other options and RSU
G6.S4	Aggressively promote attendance at conferences within and outside Nigeria	Significant improvements in active participation at conferences within and outside Nigeria. Improvement in quality of presentations. Enhance quality of RSU.
G6.S5	Strengthen e-library services	Virtual library services significantly improved. to advance effective training and research.

### 7.7 Goal 7: Improve Town and Gown Approach with the emphasis on community service and service delivery to students.

RSU recognizes tremendous opportunities within the Niger Delta Region and will during the 2016-2012 plan period, seek to improve the relationship between the University and wider society. To achieve this goal, Five (5) strategic objectives have been identified for the planning period.

**Table 7 – Improve Town and Gown Approach with the emphasis on community service and service delivery to students.**

S/No	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G7.S1	Encourage government to utilize available expertise from the university	Notable increase in the number of government projects being handled by appropriate units in the University. Notable increase in revenue accruing from execution of such projects
G7.S2	Strengthen the University Consultancy Unit	Improvement in University Consultancy Services over time
G7.S3	Improve our services to students	Peace and harmony on campus
G7.S4	Improve student counselling services	Marked improvement in student academic performance
G7.S5	Make adequate provision for the physically challenged.	Significant improvement in the national and international status of the University

### 7.8 Goal 8: Promote Stability in University Governance

Governance and stability are crucial to the overall delivery of quality education. RSU will through its management structure and in close association with the State Government and Unions, strive to achieve stability at all times. Four (4) strategic objectives have been designed to address this goal as follows:

**Table 8 – Strategic Objectives to Promote Stability in University Governance**

S/No.	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G8.S1	Ensure industrial harmony in the University	Significant improvement in productivity in all facets of the University
G8.S2	The Visitor and University Community should ensure top quality representation in University Governing Council in accordance with the university law.	Improvement in the quality of discussions at Council Meetings; more logical deductions and thus overall improvement in university governance.
G8.S3	Foster transparency in University administrative processes.	Decrease in corrupt practices and overall improvement in work ethics.
G8.S4	Guarantee promotion of staff as and when due.	Enhanced motivation and hence a more positive attitude to work.



## 7.9 Goal 9: Streamline Processes to Improve Effectiveness

Engender a highly professional work culture that celebrates service and is characterized by flexible, effective, and efficient processes and by trust, support, and recognition towards greater institutional effectiveness.

**Table 9 – Streamline Processes to Improve Effectiveness**

S/No	Strategic Objectives	Expected Outcomes
G9.S1	<b>Develop new strategic and supportive human resource, affirmative action, and payroll administrative processes within all divisions of the University that enable efficiency and effectiveness in recruitment and retaining excellent employees, and in performance management</b>	<ol style="list-style-type: none"> <li>1. Development of a workplace vision and organizational values for the University through a collaborative process</li> <li>2. Ensuring comprehensive recruitment strategies with competitive salaries</li> <li>3. All departmental heads should assess position descriptions annually to determine if required skill sets are current and to propose updates to better meet current and future workplace needs <ol style="list-style-type: none"> <li>a. Document the essential functions performed by current employees</li> <li>b. Review job responsibilities to ensure they meet current needs and anticipate future needs; determine desired changes and work with Establishment to update and keep current</li> <li>c. Identify new positions, taking into account creative ways to accomplish goals</li> </ol> </li> <li>4. Reinvest in a staff development programme and performance management system</li> <li>5. Institute cross training or similar mechanism to allow decision-making and response time to flow more quickly for hiring offers, search-related decisions, and performance management.</li> </ol>

S/No	Strategic Objectives	Expected Outcomes
G9.S2	<b>Prioritize and improve information technology to better meet future technology-related needs of the institution</b>	<ol style="list-style-type: none"> <li>1. Implement a shared governance process for Information Technology</li> <li>2. Develop a comprehensive IT strategic plan in collaboration with the RSU community</li> <li>3. Develop annual priorities and a related funding plan</li> <li>4. Annually assess all IT services to improve</li> <li>5. Work towards the connectivity of software systems to ensure consistency and integration of systems and information across the University</li> <li>6. Ensure the utilization of integrated systems and better assist staff in learning new systems</li> </ol>
G9.S3	<b>Improve research administrative processes at all levels and within all units</b>	<ol style="list-style-type: none"> <li>1. Streamline and improve electronic workflow for research awards, from proposal to post-award <ol style="list-style-type: none"> <li>a. Ensure better research compliance by reducing paperwork</li> </ol> </li> <li>2. Create more effective pool fringe rates for all RSU employees to improve budget management and ease in proposal writing</li> <li>3. Create a strong and effective program for mentoring potential principal investigators in grant writing and submission</li> <li>4. Better aid faculty members in research administrative activities</li> <li>5. Provide more effective and efficient legal support for research and compliance</li> <li>6. Make the intellectual property process more effective and efficient from disclosure of inventions to patents</li> </ol>



### 7.10 Goal 10: Upgrade Quantity and Quality of infrastructure and Utility Services.

Fully equipped physical spaces such as offices, lecture halls, studios laboratories, are essential to the overall success of the University. Some of the existing infrastructure is grossly inadequate others are in several cases outdated. There is the need for upgrading of facilities. Eight (8) strategic objectives have been designed to achieve this goal.

**Table 10** – Strategic Objectives to Upgrade Infrastructure and Utility Services

S/No.	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G10.S1	Development and operation of a modern Sports Complex	Improvement in health of the University Community
G10.S2	Centralize laboratory for multidisciplinary usage	Avoidance of duplication and hence a good cost-saving measure
G10.S3	Ensure stable power and water supply	Improvement in the quality of research and hence top quality publications. Improved Sanitation
G10.S4	Completion of Faculty Buildings and construction of a Conference Centre, Guest House and New Faculty Buildings	Boost in staff morale and hence enhanced productivity
G10.S5	Improvement in road networks	Improved riding surface and hence fewer accidents. Improved durability of vehicles and hence cost-saving measure
G10.S6	Construction of a conference centre and guest house facility.	Marked improvement in the ability to host conferences/meetings within campus. Opportunity for revenue generation
G10.S7	Construction of additional staff accommodation	Enhanced opportunity for staff interaction outside working hours, hence improved work productivity
G10.S8	Provision of furniture and equipment	Upgrade of furniture and equipment in all colleges, faculties and administrative units.

### 7.11 Goal 11: Improve Security and Safety on Campus

Campus security continues to be threatened as a result of the general increase in criminality and there is the need for increased effort in this area. Six (6) Strategic Objectives have been designed to address this goal as follows:

**Table 11** - Strategic Objectives to improve Security and Safety on Campus

S/No.	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G11.S1	Provide and maintain additional street lights on campus	Improvement of safety on campus, safety of life and property
G11.S2	Increase patrols along perimeter fences, particularly at night	Number of patrols significantly increased. Reduction in criminal activities at night. Increased productivity.
G11.S3	Ensure regular training for security staff	Significant increase in Training Sessions per unit time. Overall improvement in the quality of security on Campus
G11.S4	Increase intelligence gathering on campus	Overall improvement in crime prevention
G11.S5	Regularly maintain hardware such as patrol vehicles, walkie-talkies, etc	A high proportion of vehicles and equipment in good functional state.
G11.S6	Install CCTV Security Systems in Strategic Places	Overall improvement in a proactive approach to crime prevention

### 7.12 Goal 12: Promote Sustainable Environmental Quality on campus.

In the light of the Sustainable Development Goals (SDG's) traditional waste management practices have become unsustainable and there is the need to upgrade the waste generation, waste management, maintenance culture and environmental condition of the campus. Goal 12 addresses these challenges as well as climate change challenges under 4 key strategic objectives in Table 12 below.

**Table 12** - Strategic Objective to Promote Sustainable Environmental Quality

S/No.	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G12.S1	Improve waste management system	Significant improvement in environmental sanitation on campus and improvement in health of university community
G12.S2	Promote tree planting and greening culture	Improvement in the aesthetics of the Compound. Improvement in the air quality
G12.S3	Provide functional public toilets at strategic locations on campus	Improvement in overall health on campus
G12.S4	Ensure adequate water supply on campus at all times	Overall improvement in Sanitation



**Faculty of Environmental Sciences building**



**Faculty of Education building**



**Faculty of Management Sciences building**



### 7.13 Goal 13: Improve Staff and Student Welfare

There is the need to improve staff and student welfare to foster a conducive teaching, research and learning experience. Goal 13 will achieve this under three strategic objectives shown in Table 13 below.

**Table 13** – Strategic Objective to Improve Staff and Student Welfare

S/No.	STRATEGIC OBJECTIVES	EXPECTED OUTCOME
G13.S1	Promote skills acquisition and entrepreneurship	Increase in the number of employable graduates
G13.S2	Provide employment for 1st and Upper 2nd Class Graduates	Overall improvement in the quality of teaching staff in the university.
G13.S3	Establish crèche in the University to accommodate the need of nursing mothers.	Prevention of absenteeism and overall improvement in productivity



## 8 ACTIVITIES AND IMPLEMENTATION TIME-LINES

The implementation stage involves all members of the University starting from the Governing Council, Management, Deans, and Directors through to Heads of Departments and Units. There are clearly defined roles at each level as specified in this section of strategic planning document. They are more specific and outline the “who, what, when, where, and how” of reaching the goals. It documents all planned activities during the planning period that are essential to achieving strategic objectives earlier identified. These activities have been developed as a result of the synthesis of the needs assessment and in line with the overall goals for the planning period. It details the responsible parties to each activity, required resources and estimated costs required to achieve each one.



### 8.1 GOAL 1: Enhance Student Success

Transform undergraduate and graduate student learning and academic support with a firm commitment to student success and the development of knowledgeable, skilled, and engaged graduates prepared for an ever-changing world.

**Table 14 - Activities for enhancing Student Success**

STRATEGIC	ACTIVITY No.	ACTIVITY	TASK YEAR 1	TASK YEAR 2	TASK YEAR 3	TASK YEAR 4	TASK YEAR 5	EXPECTED COST	RESPONSIBLE PARTY
G1.S1 G1.S2 G1.S3 G1.S4	A1	Promotion of pedagogical approaches (e.g., flipped classrooms, team-based/problem-based learning, less hierarchical/more facilitative pedagogy, study groups, action research, students teaching students)	Continuous exercise					10,000,000	DVC Academic Director, R&D
G1.S1 G1.S2 G1.S3 G1.S4	A2	Implementation of widespread data analytics and self-paced learning options in courses	Develop modalities for implementation		Implementation			5,000,000	DVC Academic Director, R&D Deans
G1.S1 G1.S2 G1.S3 G1.S4	A3	Promotion of increased faculty-student and student-student interaction (e.g., instructor - student feedback cycle, peer assessment/review, early alerts)	Develop modalities for implemen- tation	Implementation				7,000,000	HOD Student Advisers
G1.S1 G1.S2 G1.S3 G1.S4	A4	Expansion of scope and strategy of the degree programme to ensure student engagement and to enhance recruitment and retention of high -achieving students; seek external investment to ensure the Programme's continued vitality	Continuous exercise					3,500,000	HOD Deans C&I Senate



STRATEGIC	ACTIVITY	ACTIVITY	TASK YEAR 1	TASK YEAR 2	TASK YEAR 3	TASK YEAR 4	TASK YEAR 5	EXPECTED COST	RESPONSIBLE PARTY
G1.S1 G1.S2 G1.S3 G1.S4	A5	Increased integration of civic engagement and experiential learning projects and ensure programmes actively engage students in integration, synthesis, and application of knowledge	Develop modalities for implementation	Implementation				6,000,000	HOD Deans C&I Senate
G1.S1 G1.S2 G1.S3 G1.S4	A6	Expansion of online course offerings for all students and for targeted populations (adult learners)	Develop protocols	Implement pilot programme	Campus-wide implementation			15,000,000	HOD Deans C&I Senate
G1.S1 G1.S2 G1.S3 G1.S4	A7	Movement towards professional advising, especially in early years of the student experience and systematically assess the effectiveness of advising at all levels	Develop protocols	Implement pilot programme	Campus-wide implementation			4,000,000	HOD Deans C&I Senate
G1.S1 G1.S2 G1.S3 G1.S4	A8	Emphasize internships and experiential learning opportunities through knowledgeable advisors and a strong collaboration between the Counseling Unit and advisors in all areas	Develop protocols	Implement pilot programme	Campus-wide implementation			5,000,000	HOD Deans C&I Senate
G1.S1 G1.S2 G1.S3 G1.S4	A9	Cultivation, valuing, and tracking experiential/ project-based learning early in the student's career in every undergraduate discipline and in all post graduate degree programs	Develop protocols	Implement pilot programme	Campus-wide implementation			7,000,000	HOD Deans C&I Senate

STRATEGIC	ACTIVITY	ACTIVITY	TASK YEAR 1	TASK YEAR 2	TASK YEAR 3	TASK YEAR 4	TASK YEAR 5	EXPECTED COST	RESPONSIBLE PARTY
G1.S4	A10	Development of greater coordination between the Counseling Unit and departments, including the assessment of graduates and their success	Develop protocols	Campus-wide implementation				3,500,000	HOD Deans C&I Senate
G1.S4	A11	Establishment of interconnectivity between campuses by introducing intercampus transportation options, developing an effective administrative and academic integration among Port-Harcourt, Etche, Emohua and Ahoada campuses, and advancing digital integration	Develop plan and procure infrastructure	Implementation				150,000,000	Provost Deans VC



Faculties of Social Sciences and Humanities under construction



## 8.2 Goal 2: Expand Research, Scholarship and Creative Work (Engage in target-oriented and demand driven research policy)

**Table 15 - Activities for Expanding the Funding Base of the University**

Achieve high-impact, translational, and innovative research, scholarship, and creative work that addresses state, regional, and world challenges to improve health, environmental sustainability, economic development, and the human experience.

STRATEGIC (OBJECTIVE(S))	ACTIVITY No.	ACTIVITY	TASK YEAR 1	TASK YEAR 2	TASK YEAR 3	TASK YEAR 4	TASK YEAR 5	EXPECTED COST (N)	RESPONSIBL EPARTY
G2.S1	A12	Recruitment of senior-level academic staff to provide academic leadership	Continuous exercise					12,000,000,000	Council/Man agement
G2.S2 G2.S3	A13	Establishment of clear and open lines of communication about measuring faculty research productivity; appropriately value various disciplines and types of scholarship	Develop modalities	Implementation				15,000,000	VC/ Registrar
G2.S3	A14	Establishment of an effective research infrastructure, e.g., establishment of a state-of-the-art research facility and a high-performance computing center	Develop modalities	Procu re faciliti es	Implementation			2,500,000,000	VC
G2.S3 G2.S4 G2.S5	A15	Ensuring that the University Library provides access to current online publications and databases, and to access collections in nearby libraries	Develop protocols for collaborati on with other libraries	Implementation				25,000,000	Librarian Director, RALC
								14,540,000,000	

STRAT EGIC (OBJECTIVE(S))	ACTIVITY	ACTIVITY	TASK YEAR 1	TASK YEAR 2	TASK YEAR 3	TASK YEAR 4	TASK YEAR 5	EXPECTED COST	RESPONSIBLE PARTY
G2.S6 G2.S7 G2.S8 G2.S9 G2.S10	A16	<p>Expansion and nurturing of synergistic partnerships and funding with various stakeholders (e.g., corporations, philanthropic, governmental, and community-based organizations) at local, state, national, and international levels.</p> <p>Building of public support and appreciation for the University's research, scholarship, and creative work and its interconnectedness with economic and workforce development and enhancing quality of life in the Niger Delta.</p> <p>Implement innovations in digital technology and communication for researchers who are developing and preparing grant applications, preparing graduate fellowship applications or using the visual arts for enhancing graphics and illustrations in scientific writing and presentations</p>							VC



### 8.3 Goal 3: Expand the funding base of the university, investments and Internally Generated Revenue.

**Table 16 - Activities for Expanding the Funding Base of the University**

STRATEGIC OBJECTIVE(S)	ACTIVITY No	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G3.S1	A17	Increase internally generated revenue (IGR)	Design the policy framework for increasing IGR in RSUST	Review the IGR policy framework and obtain Council's approval	Implement the IGR across all IGR units			20,000,000	Council, Management, Bursary, Deans, Directors, HoDs,
G3.S2	A18	Engage in revenue generating technical collaboration activities.	Identification of possible areas of collaboration and proposal development	Extensive stakeholder engagement through expert group meetings	Marketing of proposals, securing collaboration agreements and execution of identified projects.			40,000,000	Deans, Directors, HoDs, RALC
G3.S3	A19	1.) Design new part-time programmes across several departments 2.) Establishment of Open and Distance Learning Programme (ODL) across departments	Programme design, C&I review and Senate Approval	Advertise Programmes and enrol students	Provide necessary support infrastructure and staffing required for each new programme and commence programmes.			10,020,000,000	HoDs, CCE, C&I, Senate
G3.S4	A20	Construction of a University Guest House Facility for revenue generation.	Site identification and design production	Design review, planning approval and contract award	Construction of the main structure	Completion, and finishing	Furnishing and services	2,500,000,000	Management, PPU, Estate/W
G3.S5		Establishment of Special Projects, Central Laboratories, Student Hostels, Staff Quarters, etc						5,000,000,000	
								17,580,000,000	

#### 8.4 Goal 4: Improve the Quality and Quantity of Personnel through Capacity Building

**Table 17 - Activities for Improving the Quantity and Quality of Personnel**

STRATEGIC OBJECTIVE(S)	ACTIVITY No.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G4.S1	A21	Undertake leadership and management training of academic and non - academic Staff	Identify required leadership/ management training programmes	Sponsor newly appointed Departmental Heads, Deputy Directors, Directors and Deans to attend leadership and management training programmes upon appointment.				100,000,000	Management, Registry
G4.S1	A22	Encourage continuous Professional Development	Sponsor staff attendance at professional seminars and service on professional committees and Boards.					50,000,000	Management, Registry, RALC, HRDC
G4.S1	A23	Encourage continuous Academic Development	Sponsor staff to attend certificated short academic and career enhancement training courses particularly on ICT.					50.000.000	Management, Registry, RALC, HRDC
G4.S2	A24	Attract and maintain high quality staff	Advertise Staff vacancies where necessary.	Ensure rigorous staff selection process and timely promotion of existing staff through timely staff appraisal; Develop a mechanism for weeding out unproductive staff from the system; develop a mechanism for curbing staff victimisation by superiors.				40,000,000	Council, Management, Registry
G4.S3	A25	Enhance Staff Development Training	Establish a Human Resources Development Centre	Undertake an appraisal of RSU HRD need s, identify training programmes suited to each staffing category; Organize and fund training programmes to address the need				400,000,000	Management, HoDs, Deans, Directors, RALC
								640,000,000	



## 8.5 Goal 5: Review and Expand existing programmes and introduce new programmes.

**Table 18 - Activities to Review and Expand Existing Programmes**

STRATEGIC OBJECTIVE(S)	ACTIVITYNo.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G5.S1	A26	Revive the moribund Centre for Special Projects (CSP) and provide a new focus.	Appoint a Director, provide office space admin staff.	Commence running of the revamped Centre for Special Projects as provided for in the University Law.				40,000,000	Management
G5.S1	A27	Construct the College of Medicine Complex	Identification of physical space, design production and approval	Contract award and commence project in 3 Phases	Project implementation and monitoring until full occupation.			5,600,000,000	RVSG, Council, Management, PPU, Estate/ Work
	A28	Ensure the smooth take off and running of the Centre for Niger Delta Studies as provided for in the University law.	Appoint a Director and provide office and admin. Staff	Design Research themes and appoint Team Lead's	Design of Long -Term studies and explore collaboration and funding from established organizations in the Niger Delta who would benefit from the studies.			50,000,000	Council, Management; Director
G5.S	A29	Design new and demand - driven undergraduate and postgraduate programmes in existing faculties.	All faculties and Institutes to design and bring up new programmes to Senate	C&I to review and recommend to senate	Contact regulatory and accreditation agencies on new courses	Commence student admission and course delivery		200,000,000	Deans, Senate
G5.S	A30	Undertake a comprehensive review and update of all existing programmes.	Review existing programmes and identify gaps.	Revise existing programmes in line with NUC BMAS	Present revised curriculum to senate through C&I	Commence running the revised curriculum. Create awareness on hardship areas.		20,000,000	HoDs; Deans, Senate, C&I, ITC
								5,910,000,000	

## 8.6 Goal 6: Strengthen National and International collaboration through Public Private Partnership; intra and inter University collaboration.

**Table 19 - Activities to Strengthen National and International collaboration**

STRATEGIC OBJECTIVE (S)	ACTIVITY No.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G6.S1	A31	Establish partnership with industries in and around Port Harcourt	Organize interactive sessions between industry and the University as a marketing strategy for soliciting engagements.					20,000,000	Management, RALC, Consultancy Unit
G6.S2	A32	Establish exchange programmes	Undertake linkage establishment tours to local and international institutions and organisations to request for collaboration and linkage programmes					30,000,000	Management, RALC, Consultancy Unit
G6.S3	A33	Modify the admission policy to attract foreign students	Introduce innovative components and flexibility into existing curriculum to foster inter-university student exchange programmes.					10,000,000	Management, Registry
								60,000,000	



## 8.7 Goal 7: Improve Town and Gown Approach with the emphasis on community service and service delivery to students.

**Table 20 - Activities to Improve Town and Gown Approach**

STRATEGIC OBJECTIVE (S)	ACTIVITY No.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G7.S1	A34	Secure R esearch and Development Projects from Government	Strengthen the RSU Consultancy Unit and advertise its services.	Properly document the existing expert areas in a detailed brochure	Undertake and deliver on all consultancy projects secured in an efficient an d timely manner.			50,000,000	Management, Consultancy Unit, RALC, Researcher Teams
G7.S2	A35	Strengthen the University Consultancy Unit	Identify a suitable office space and relocate from current office.		Extensive marketing of RSU expertise			20,000,000	Consultancy Unit
G7.S3	A36	Improve our services to students	Re-introduce performance monitoring of academic staff and implement consequences of non-performance where required.					20,000,000	Management, Deans, HoDs
G7.S4	A37	Improve student counselling services	Engage the services of a professional career guidance counsellor for the Directorate of Students affairs to provide counselling services					10,000,000	Management, DSA
G7.S5	A38	Make structural alterations to cater for the physically challenged.	Identify areas where minor and major structural modification is required such as ramps and disabled toilets.					60,000,000	PPU, Estate/W
								160,000,000	

## 8.8 Goal 8: Promote Stability in University Governance

**Table 21 - Activities to Promote Stability in University Governance**

STRATEGIC OBJECTIVE (S)	ACTIVITY No.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASK S YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G8.S1	A39	Promote industrial harmony in the University	Continually engage with all approved Unions on Campus and maintain transparency and information sharing as appropriate.					10,000,000	Management Unions
G8.S2	A40	Encourage high quality representation on the University Governing Council.	Improve public awareness on the provisions of the University law by making the law available and accessible in hardcopy and softcopy on the University Website					10,000,000	Management
G8.S3	A41	Promote transparency in University administrative processes.	Improve information dissemination using different media to reach staff. Ensure strict compliance with regulations and senate decisions. Produce manuals and guides condition -of-service.					10,000,000	Management
G8.S4	A42	Undertake regular appraisals and promotion of staff.	Ensure compliance with appraisal calendar at faculty and university level					40,000,000	Deans, Directors, Management
								70,000,000	



### 8.9 Goal 9: Streamline Processes to Improve Effectiveness

Engender a highly professional work culture that celebrates service and is characterized by flexible, effective, and efficient processes and by trust, support, and recognition towards greater institutional effectiveness.

**Table 22** - Activities to Streamline Processes to Improve Effectiveness

STRATEGIC	ACTIVITY	ACTIVITY	TASK YEAR 1	TASK YEAR 2	TASK YEAR 3	TASK YEAR 4	TASK YEAR 5	EXPECTED COST	RESPONSIBLE PARTY
G9.S1 G9.S2 G9.S3	A43	Streamlining of Internal Processes to Improve Effectiveness	Develop required protocols	Implementation				10,000,000	VC
G9.S1 G9.S2 G9.S3	A44	Develop a comprehensive IT strategic plan within the RSU community	Develop required protocols					5,000,000	VC, Director ICTC
G9.S1 G9.S2 G9.S3	A45	Streamline and improve electronic workflow	Develop required protocols					15,000,000	Director ICTC
G9.S1 G9.S2 G9.S3	A46	Strict adherence to internal control processes and financial regulation	Continuous exercise					2,000,000	VC, Registrar
								<b>32,000,000</b>	

## 8.10 Goal 10: Upgrade Quantity and Quality of infrastructure and Utility Services.

**Table 23 - Activities for Upgrade Quantity and Quality of infrastructure and Utility Services.**

STRATEGIC	ACTIVITYNo.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G10 .S1	A 47	Development of a modern Sports Complex and Gymnasium	Site identification and design production	Design review and approval; Contract adm in,	Construction and equipping of the sports complex and gymnasium with project monitoring.		Operationalis ation of the facility	15 ,000,000,000	Sports RVSG, Council, Management, PPU, Estate/W
G10 .S2	A 48	Construction of a Centralized Laboratory Facility. Up grade existing departmental laboratories.	Central laboratory conceptual framework development including visits to existing facilities and design. Equip existing laboratories.		Design review, approval and contracting	Construction and installation of equipmen t	Operationalis ation and certification	10 ,000,000,000	Deans, Directors, PPU, Estate/Works
G 10 .S3	A 49	Improve power and water supply infrastructure	Upgrade power and electricity supply. Provide silent generators and inverter systems in sensitive areas.					10 0,000,000	Estate/Works
G10 .S4	A 50	Completion of Faculty Buildings	Completion of the Faculty of Environmental Sciences and Faculty of Management Sciences Faculty Buildings			Provision of furniture and equipment. Occupation		8 ,500,000,000	Council, Management, Estate/Works
G 10 .S4	A 51	Construction of New Faculty Buildings and Departmental Buildings	Site identification for FTSE and Agriculture Building and production/review of design		Contract administration and commencement of construction in Phases		Completion of structure	7 ,800,000,000	Council, Management, PPU Estate/ Works
G10 .S5	A 52	Upgrade of road networks	Extension of road networks to on-going construction works					2 00,000,000	Management, Estate/Works
G10 .S7	A 53	Construction of 10 additional staff and student accommodation	Site identification and design production	Identification of potential PPP investors and sources of funds	Contract administration and commencement of construction in Phases		Completion of houses	2 20,000,000	PPU, Estate/ Works Management
G10 .S8	A 54	Provide functional equipment across all colleges, faculties and units	Upgrade of ICT facilities in all units	Upgrade of teaching and secretarial equipment	Upgrade of fittings and fixtures where required			12 ,000,000,000	Council, Management, PPU Estate/Works
								53,820,000,000	



STRATEGIC	ACTIVITY NO.	ACTIVITY /PROGR.	TASK YEAR 1	TASK YEAR 2	TASK YEAR 3	TASK YEAR 4	TASK YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G8.53	A38	Provide and Equip Faculty libraries and upgrade the University Central Library	Identification of space and design of faculty libraries	Construct, Furnish equip Faculty Libraries	Same as Task 2	Upgrade the Central Library and Faculty Libraries. Expand the Internet Bandwidth in the central Library.	Same as year 4	360,000,000	Deans. Librarian, PPU, Estate and works, ITC

### 8.11 Goal 11: Improve Security and Safety on Campus

**Table 24 - Activities to Improve Security and Safety on Campus**

STRATEGIC	ACTIVITY No.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G11.S1	A55	Improve illumination at night on campus.	Provide and maintain additional street lights on campus. Regularly replace blown bulbs and security lighting					20,000,000	Security Dept. Estate/Works
G11.S2	A56	Increase patrols along perimeter fences, particularly at night	Recruit additional experienced security personnel and expand the patrol team day and night.					10,000,000	Security Dept.
G11.S3	A57	Ensure regular training for security staff	Provide security training tor all security personnel					10,000,000	Security Dept. Management
G11.S4	A58	Increase intelligence gathering on campus	Maintain active collaboration between campus security personnel and the police and DSS					50,000,000	Security Dept. Management
G11.S5	A59	Regularly maintain hardware such as patrol vehicles, walkie - talkies, etc	Purchase additional security patrol vehicles, and other communications devices and maintain them.					100,000,000	Security Dept. Management
G11.S6	A60	Install CCTV Security Systems in Strategic Places	Design a robust Close Circuit TV security system for RSUST.	Install CCTV and train security personnel on its use.	Commission and operationalize CCTV			60,000,000	Security Dept. Management
								250,000,000	



## 8.12 Goal 12: Promote Sustainable Environmental Quality on campus.

**Table 25 - Activities to Promote Sustainable Environmental Quality**

STRATEGIC	ACTIVITYNo.	ACTIVITY/PROGRAM	TASKS YEAR 1	TASKS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIM ATED COST	RESPONSIBLE PARTY
G12 .S1	A61	Improve waste management system	Design environment friendly modern waste management systems across the entire university campus and implement		Organize maintenance culture training for staff and students		Monitor and evaluate waste manageme nt system.	60,000,000	Management, PPU, Health Services Unit
G12 .S2	A62	Promote tree planting culture and campus greening	Prepare a holistic and integrated landscape plan for the campus	Invite collabora tion and donor funding	Plant trees and flowers; ant tend them until stable			50 ,000,000	Management, PPU, Forestry Department
G12 .S3	A63	Provide approximately 10 functional public toilets at strategic locations on campus	Identify suitable sites for public toi lets.	Produce the design and feasibility of its self - sustainability.	Construct Toilets and operatio nalize its use			50 ,000,000	Management PPU, Estate/W Health Services Department
G1 2.S4	A64	Ensure adequate water supply on campus at all times	Provide water supply for gardening and public toilets.					20,000,000	Estate/Works
								180,000,000	

### 8.13 Goal 13: Improve Staff and Student Welfare

**Table 26 - Activities to improve Staff and Student Welfare**

STRATEGIC OBJECTIVE(S)	ACTIVITY No.	ACTIVITY/PROGRAM	TASKS YEAR 1	TAS KS YEAR 2	TASKS YEAR 3	TASKS YEAR 4	TASKS YEAR 5	ESTIMATED COST	RESPONSIBLE PARTY
G13.S1	A65	Organise skills acquisition and entrepreneurship	Identify skills shortage areas and design skills acquisition programmes		Advertise and organize skills acquisition training			40,000,000	CCE, Consultancy Unit
G13.S2	A66	Provide employment for 1 <sup>st</sup> class and 2 <sup>1</sup> Graduates	Regularly identify graduating students with first class Hons and 2 <sup>nd</sup> Class Honours degree, Upper Division, and offer them employment as graduate assistants.					20,000,000	Registry, HOD's Deans
G13.S3	A67	Establish crèche in the University to accommodate the needs of nursing mothers.	Site identification, design and construction of crèches in strategic places on campus for nursing mothers. Employ staff to man the crèches.					15,000,000	PPU, Health Services, Estate/Works
								75,000,000	



## **9 MONITORING AND EVALUATION STRATEGY**

As earlier mentioned, the Strategic Development Plan represents the formal framework of the Rivers State University of Science and Technology for attaining the vision and fulfilling the mission of the founding fathers against the core values of excellence and creativity. With eleven goals and over fifty strategic objectives resulting in several activities, monitoring and evaluation is key to its success.

### **9.1 Performance Indicators**

Based on the goals, objectives, activities and tasks several measurable performance indicators will be put in place to periodically evaluate implementation of the strategic plan. A mechanism will be formulated to obtain feedbacks after the first two years of the commencement of the plan. 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. Number of publications relevant to the development of the Niger Delta Region in the first 2 years of the Plan.
3. Amount of internally generated revenue quarterly in the first 2 years of the Plan
4. Number of linkages established by the University annually in the first 2 years of the Plan.
5. Number of part time programmes established annually in the first 2 years of the Plan.
6. Amount of revenue accruing from Endowment Fund annually in the first 2 years of the Plan.

7. Amount of Government subventions to the University annually in the first 2 years of the Plan.
8. Number of lecturers with Doctorate and Masters Degrees employed per faculty per annum in the first 2 years of the Plan.
9. Number of 1st Class and Second Class- Upper Division graduates employed per faculty in the first 2 years of the Plan.
10. Number of new faculties, institutes, departments and administration units established annually in the first 2 years of the Plan.
11. Number of Professorial Chairs Endowed
12. Interventions from Industry

### **9.2 Impact Indicators**

1. Visible positive impact on technology in the Niger Delta Region.
2. Significantly increased demand for admissions locally and internationally into undergraduate and graduate programmes of the University.
3. Significantly improved governance system in the University and therefore improved management of resources.
4. Significant improvement in the international outlook of the University.

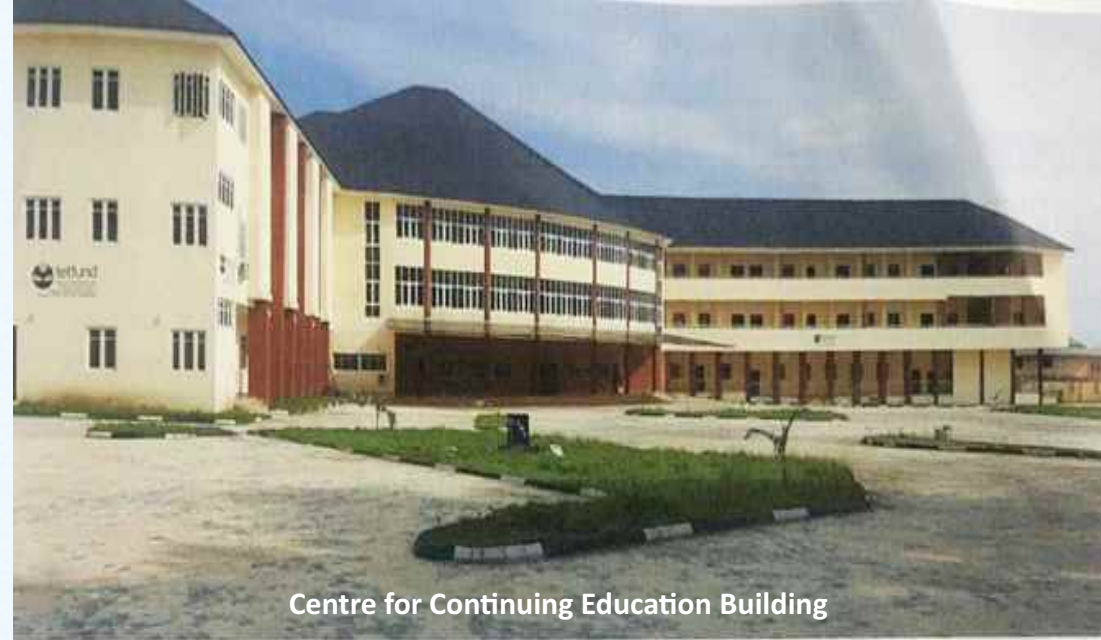


## 10. PLAN REVIEW AND SUSTAINABILITY STRATEGY

Having outlined the performance and impact indicators in Section 9, plan review and feedback would be more or less continuous. The strategic planning committee recommends that an evaluation exercise should be carried out after the first 2 years of the commencement of the Plan. The objective is to take all necessary corrective measures after the first 2 years of implementation.

In order to sustain the strategy, the following measures should be put in place:

1. The Strategic Development Plan should be circulated widely within the university community; to all faculties, libraries, departments and units.
2. There should be a Strategic Development Planning Office derived from the Directorates of Physical Planning, Academic Planning and Estate and Works Division charged with monitoring the technical aspects of implementation, and evaluation of the Strategic Plan and should report to the Senate Development Committee.
3. There should be a Quality Assurance Office, charged with the responsibility of ensuring that standards are maintained in service delivery.
4. Each faculty and administration Unit should develop an operational and implementation plan for the strategic development plan.



Centre for Continuing Education Building



The Convocation Arena



## **11 POLICY REVIEW RECOMMENDATIONS**

The Committee deliberated on several policy and administrative issues in the course of preparing the 2021-2025 Strategic Development Plan. In response to item No. 2 of the Terms-of-Reference, the SDPC makes the following observations and recommendations which will ultimately facilitate the implementation of the Plan as follows:

### **11.1 Centre for Special Projects**

The Rivers State University Law of 1980 in Section 8 provides as follows:

- (1) “There shall be established in the University, a Centre for Special Projects which shall be headed by a Director”

The Second Schedule to the RSU Law in Section 1, provides as follows:

- (a) “The Centre for Special Projects shall engage the talents and facilities of all disciplines in the University through the execution of various joint projects of special relevance to the State and Country.”
- (b) The Centre shall deal with projects Internal and External to the University and thus provide links with the private Sector.

At present, Centre for Special Projects is non-functional and as such a lot of opportunities for executing collaborative projects between RSU and external agencies, including the Government of Rivers State, are not being harnessed by the University. The SDPC recommends the urgent revamping of the CSP considering that it is an establishment of the University Law and that it can play a key role in the implementation of the Strategic Development Plan.

### **11.2 Senate Development Committee**

The Senate Development Committee (SDC) has, amongst its Terms of Reference, the prerogative to establish Sub-Committees for the execution of its activities. The current composition of the SDC Sub- committee on Academic Planning and Physical Development does not include the Director of Physical Planning Unit which appears to be an omission. The SDPC suggests that the membership of this Sub- Committee should be expanded to include the Director of Physical Planning, as this is crucial to the implementation of the Strategic Development Plan, to ensure strict compliance with the University Master Plan or amendment to the Master Plan where necessary.

### **11.3 Streamlining of the Functions of all Administrative Units**

The SWOT analysis reveals that there are areas of conflict in the functions between some administrative units; between Committees of Senate and administrative units/departments and between faculties and Institutes. There is an urgent need for clear definition and proper documentation of the core functions of each academic and non-academic unit within the University and thus reduce the friction associated with the overlapping functions and infighting. The



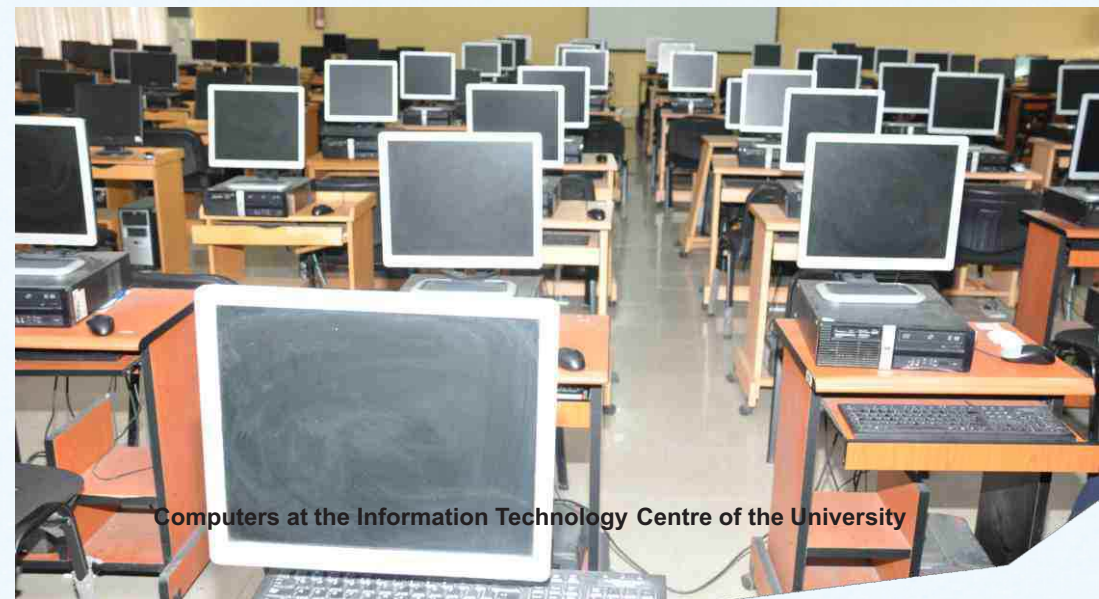
SDPC recommends that a committee be established to review the duties and functions of all units in line with the University Law, the National Universities Commission policies and functional management models with streamlining for increased productivity and accountability.

Some of the conflict areas immediately identifiable are as follows:

1. Streamlining the overlapping functions between the Department of Estate and Works and those of the Physical Planning Unit with regard to the implementation of the Physical Master Plan
2. Defining the relationship between Institutes and Departments in the running of academic programmes in line with NUC requirements
3. Streamlining the functions of the RSU Advancement and Linkages Centre with those of the Moribund Centre for Special Projects established by Law
4. Clarifying the functions of the Legal Unit/Estate and Works Department/Physical Planning Unit with regard to the construction of structures on the campus and modification of the University Physical Master Plan.

#### 11.4 TETFund Intervention

The committee during its investigations noted that the TETFund Intervention is a veritable source of revenue supporting the development of tertiary education in the State. Currently the State is losing at least N500,000,000.00 (Five Hundred Million) Naira annually since the State ceased to have a College of Education following the conversion of the Rivers State College of Education into a University. In order to prevent this colossal loss of revenue from TETFund intervention, it is recommended that the St. John's or Ndele Campus of the University of Education should be converted to a College of Education as a matter of urgency. This type of income to the State will greatly assist the Government have funds for this Strategic Development Plan and other tertiary educational developmental needs of the State.



Computers at the Information Technology Centre of the University



## **APPRECIATION**

*The Committee expresses its sincere gratitude to the Vice-Chancellor for giving us the opportunity to serve in this capacity to produce this Plan Document.*

**Prof. Wey Amaewhule**

*Chairman, Strategic Development Plan 2021 - 2025  
Committee*