



# KOGI STATE POLYTECHNIC

P.M.B 1101, LOKOJA, KOGI STATE.



## STRATEGIC PLAN 2025-2030

*CONSOLIDATION OF ACADEMIC EXCELLENCE*





# KOGI STATE POLYTECHNIC, LOKOJA



## STRATEGIC PLAN 2025-2030

*CONSOLIDATION OF ACADEMIC EXCELLENCE*

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### NATIONAL ANTHEM

#### FIRST STANZA

Nigeria we hail thee,  
Our own dear native land,  
Though tribe and tongue may differ,  
In brotherhood we stand,  
Nigerians all, and proud to serve  
Our sovereign Motherland.

#### SECOND STANZA

Our flag shall be a symbol  
That truth and justice reign,  
In peace or battle honour'd,  
And this we count as gain,  
To hand on to our children  
A banner without stain.

#### THIRD STANZA

O God of all creation,  
Grant this our one request,  
Help us to build a nation  
Where no man is oppressed,  
And so with peace and plenty  
Nigeria may be blessed.



### POLYTECHNIC ANTHEM

Kogi State Polytechnic  
Ever leading we shall remain  
Creative innovative  
In self-reliance  
Kogi State Polytechnic  
Ever diligent we shall remain

Raising global leaders  
For a better Nation  
Kogi State Polytechnic  
Ever leading we shall remain  
Ever diligent we shall remain  
Ever leading we shall remain



## VISION

To establish an institution where theory is blended with practice through imparting knowledge, which will culminate in shaping the individual and society.

## MISSION

To produce skilled and competent manpower for commerce and industry, using standard facilities and efficient personnel for the benefit of humanity.

### Core Values

- 1. Polytechnic Identity:** We take pride in our Polytechnic identity, realising our exclusive role in higher education.
- 2. Creativity and Innovation:** Through these we shall advance technological development.
- 3. Academic Quality:** We are committed to academic rigour and excellence in our teaching, learning and scholarship.
- 4. Discipline and Integrity:** We shall inculcate these in our graduates to make them global citizens.

### Strategic Thrusts

1. Partnership and collaboration
2. Flexible academic system for life-long employability
3. Staff and capacity development



## FOREWORD

It is with profound sense of honour and appreciation that I write a foreword to the second edition of the **Kogi State Polytechnic Strategic Plan (2025-2030)**. The first edition expired in 2018, two years before we came on board. Therefore, the second edition should have been in operation before we took over the mantle of leadership in 2020.

However, this was not the case, and the circumstances under which we took over made it difficult for us to access some essential instruments of institutional governance, including the first edition of the Strategic Plan. It is already well documented that when we took over in 2020, there was no governing structure in the Polytechnic. With the exception of the then Deputy Rector who was barely two months in office, other Principal Officers and the Governing Council had already been relieved of their assignments.

This was compounded by the fact that we did not receive any comprehensive handing over note. This made it practically difficult to have access to guiding documents on the affairs of the Polytechnic.

That notwithstanding, we settled down to our mandate immediately, anchored on a 3-word mantra of "Repair, Reform and Restore". By the grace of God, we stayed true to the mantra and reformed our security architecture, restored discipline, provided reasonable level of infrastructure, improved on our general services, and injected quality assurance into our programmes and activities for academic excellence.

Our modest efforts also included the re-accreditation of 48 ND and HND programmes, some of which were due as far back as 2009, introduction of some new ND and HND programmes, renovation of the existing learning facilities and erection of new ones, protection of the built and natural environment of the institution and the building of sustainable alumni relations, amongst others.

With the above in place, we considered it imperative to produce a guiding document that would usher in a new era of Consolidation in the Polytechnic. However, a careful look at the **2013-2018 Strategic Plan**, showed that not much of the outlined strategic goals was implemented before it expired in 2018.

Happily, most of those goals were actualised within the period of our stewardship, and with substantial adjustment in line with best practices. These include, but not limited to the re-accreditation of 48 existing programmes, introduction of 19 new programmes, erection of new administrative and academic structures (including classrooms, lecture theatres, laboratories, studios and workshops), rehabilitation of student hostels and their return to on-

campus residence, provision of ICT infrastructures, equipping the library with relevant and current textbooks, protection of the natural and built environments through proactive security measures and reinvigoration of the alumni base for sustainable relationship.

We have, therefore, come to a stage that requires a critical review of the implementation of the previous Plan and formulation of a new one that can usher the Polytechnic into an era of consolidation for the twenty first century global institutional standard and visibility. This explained the rationale for the setting up of a 28-Member **2025 - 2030 Strategic Plan** Committee headed by the **Deputy Rector, Dr Samuel Taiwo Olowo**, and with membership drawn from Schools, Directorates, Departments and Units.

The Committee was mandated to produce a draft copy of the Plan which should be holistic, comprehensive, implementable and covering all spheres of the steady and projected growth of the Polytechnic in line with the standard best practices, but with due consideration for the peculiarity of the institution. The Committee was also mandated to evaluate the performance of the **2013 - 2018 Strategic Plan** and draw inference for proper and realistic projection.

The Committee did a thorough job and submitted the draft copy as directed. I am, therefore, delighted to announce and affirm that the Polytechnic now has a document that can project and sustain it on the map of global academic excellence if meticulously implemented. The strengths, weaknesses, opportunities and threats are clearly identified, the goals are measurably outlined and the strategies for attaining them are explicit.

I am delighted that this Strategic Plan is coming into force coincidentally when we are starting the second phase of our administration (12th February, 2025 - 11th February, 2029).

The goals of the **Strategic Plan** fit perfectly into the 30-Year Kogi State Development Plan marshaled out by the Government of **His Excellency, Alhaji Ahmed Usman Ododo**. I am therefore, grateful to His Excellency, the Governor and Visitor to the Polytechnic for the trust reposed in us to drive the technological and innovative vision of his leadership through polytechnic education. I am equally grateful to **His Excellency, Alhaji Yahaya Adoza Bello**, the immediate past Executive Governor of Kogi State, for the huge trust reposed in us which laid the foundation for the journey thus far.

I appreciate the Commissioner for Education, **Hon. Wemi Jones**, for his passionate support and policy initiatives which have assisted us to provide the required leadership for the institution. I profoundly appreciate the Chairman and Members of the 9th Governing Council for the invaluable guidance, support and excellent supervision.



I appreciate Principal Officers, the Academic Board, Management, staff and students of the Polytechnic for their immeasurable support and commitment to the development of the institution. My profound appreciation goes to the Deputy Rector, Dr Samuel T. Olowo, for his reliable and steady leadership which ensured the success of the Committee. I equally appreciate members of the Committee for the great job and sacrifice.

In conclusion, one basic fact about this **Strategic Plan** is that its life span goes beyond the tenure of the current Management. It therefore, requires objective commitment to **Consolidation** and effective institutional governance for the goals to be fully achieved.

While we will do our utmost best to fulfil the objectives, it is my wish and prayer that all stakeholders, present and future, take up the challenge and ensure faithful and precise implementation of the Plan.

Thank you.

**Professor Salisu Ogbo Usman, PhD, FCIA, FABEN**  
**Rector**

## ACKNOWLEDGEMENTS

I would like to express my deepest gratitude to God Almighty, whose wisdom and strength have guided members of this committee throughout the development of the 2025-2030 Strategic Plan for the Polytechnic.

I extend my heartfelt appreciation to our visionary and dedicated Rector, Professor Salisu Ogbo Usman. His inclusive administrative style and unwavering support have been instrumental in the success of this endeavour. I thank him for serving as a pillar of strength, and for his relentless commitment to fostering excellence across all sectors of the Polytechnic.

To all the members of the Strategic Plan Committee, your fantastic insights, collaborative spirit and intelligent contributions have made this project a remarkable success. I specifically recognise the invaluable efforts of our technical, budget and editorial sub-committees for their expertise which has significantly enriched the quality of our work.

I would also like to acknowledge all stakeholders and members of the Polytechnic community for their support and contributions which have been vital for the success of this work. I urge your continued collaboration for the successful implementation of this Strategic Plan. I am confident that, together, we can achieve our goals.

I thank you all once again for your commitment and support. May we continue to work hand in hand in the pursuit of institutional excellence. God bless you all.

Dr. Samuel Taiwo Olowo  
Deputy Rector/Chairman, Strategic Plan Committee



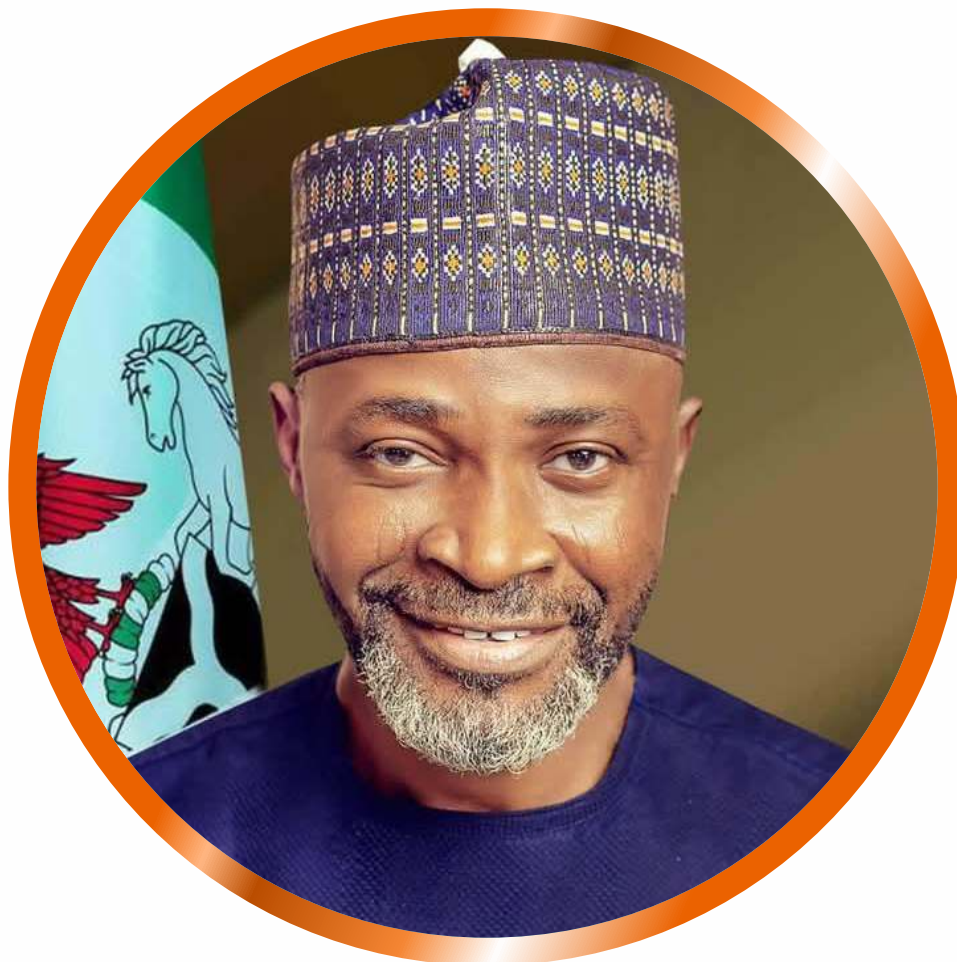
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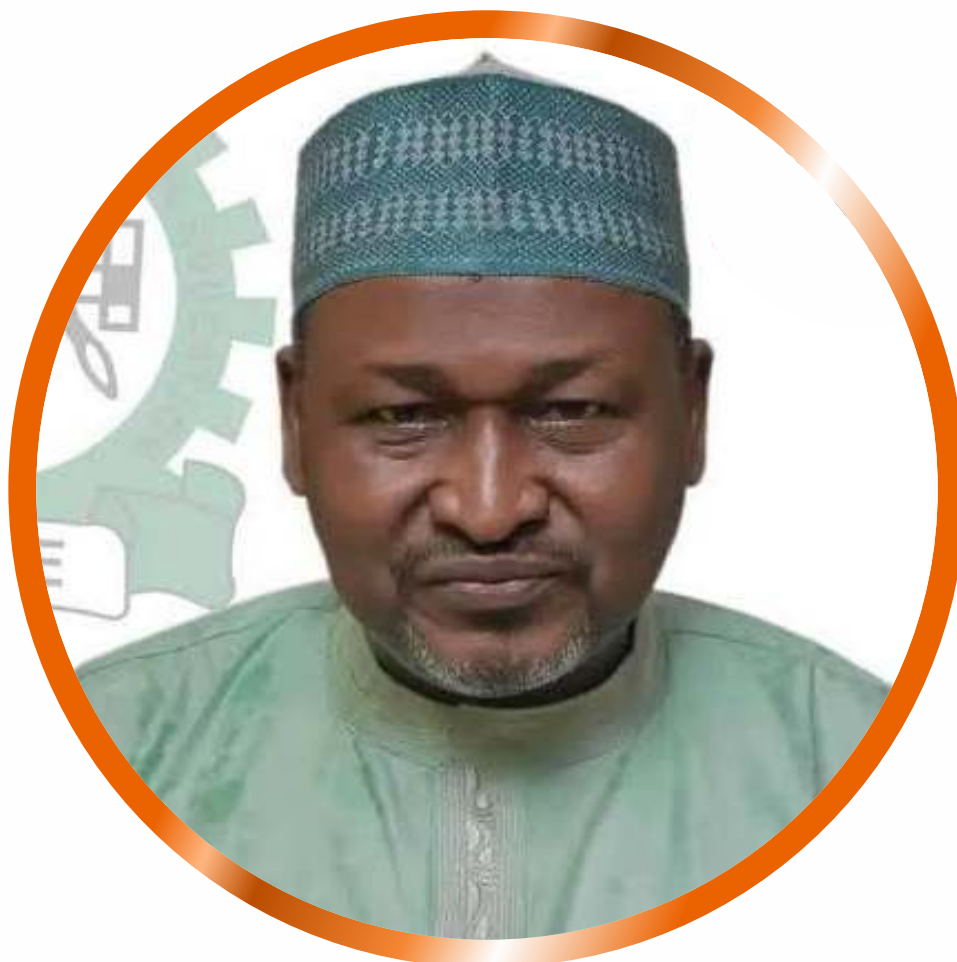


**HIS EXCELLENCY**  
**ALHAJI AHMED USMAN ODODO, FCA**  
**EXECUTIVE GOVERNOR, KOGI STATE**  
**AND VISITOR TO THE POLYTECHNIC**





**HON. WEMI OJO JONES, FCIB**  
**COMMISSIONER**  
**MINISTRY OF EDUCATION, KOGI STATE**



## **PROFESSOR IDRIS BUGAJE**

FNSChE, FSESN, C.ENGR. (COREN)

**EXECUTIVE SECRETARY,**  
NATIONAL BOARD FOR TECHNICAL EDUCATION (NBTE)



**PROFESSOR SALISU OGBO USMAN**

PhD, FCIA, FABEN

**RECTOR**



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**B.Sc.(ABU), M.Sc (KSU), Ph.D (KSU),NIM**  
DEPUTY RECTOR



**MR. SUNDAY AIYEETAN**  
**B.Ed (Unijos), MBA (AAU)**  
REGISTRAR



**(DR) ADEIKA OBARO OBADAKI**  
**HND (DORBEN POLY), MPMI,DE,CFIA**  
BURSAR



**MRS OZOHU OMOLOLA MOHAMMED AUDU**  
**B.Sc. (BUK), M.Sc. (NOUN), NLA, LRC**  
POLYTECHNIC LIBRARIAN



**ENGR. ADAMU ABDULLAHI AYNI**  
**B.Eng.(BUK) ,M.Eng (UNN)**  
DIRECTOR OF WORKS AND SERVICES

# KOGI STATE POLYTECHNIC LOKOJA

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46. Engr. Habib Mohammed Yakubu	Chief Lecturer	Member
47. Dr. (Mrs) Grace Hauwa Ehimony	Chief Lecturer	Member
48. Mrs. Hope Ojochide Akinola	Chief Lecturer	Member
49. Mr. Sunday Aiyeetan	Registrar	Secretary

#### IN ATTENDANCE

50. Mr. Abdulmumin Umar	Dean, Students' Services
51. Barr. William Ameh	Director, Legal Services
52. Dr. Godwin Ojodomo Onamah	Director, Advancement, Support & Linkages
53. Dr. Akowe Joel	Director, Academic Planning
54. Mr. Sanni Isaac	Director of Sports
55. Dr. (Mrs) Acharu Faith Tony-Okeme	Director, Entrepreneurship Development
56. Dr. (Mrs.) Grace Hauwa Ehimony	Director, Career Development Centre
57. Mrs. Uredo Omale	Director, Public Relations & Protocol
58. Dr. Fatai Kolade Lawal	Director, SIWES
59. Mr. Rock Adeiza Ezekiel	Director, ITRC
60. Mrs. Yemisi Joseph	Director, Quality Assurance
61. Mr. Abdulrahman Itopa Suleiman	Director, Research & Innovation

#### RECORDER

1. Mr. Oshanope Daniel Oladunjoye	Deputy Registrar, Academic Office
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## MEMBERS OF MANAGEMENT

1. Prof. Salisu Ogbo Usman	Rector	Chairman
2. Dr. Samuel Taiwo Olowo	Deputy Rector	Member
3. Mr. Sunday Aiyeetan	Registrar	Member
4. (Dr) Adeika Obaro Obadaki	Bursar	Member
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7. Mrs. Ardlene Omolola Balagbogbo	Dean Sch. of Gen. & Comm. Studies	Member
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25. Mr. Abdulrahman Itopa Suleiman	Director, Research & Innovation	Member
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28. Dr. Godwin Ojodomo Onamah	Director, Advancement, Support & Linkages	Member
29. Mr. Batran Agum Abaya	Director, Internal Audit	Member
30. Dr. Kabir Anivasa Shaibu	Director, Medical Services	Member
31. Mr. Onuh Emmanuel Attah	Chief Security Officer	Member
32. Mrs. Veronica Mabe Abu	Executive Assistant, Rector's Office	Secretary



## EXECUTIVE SUMMARY

### Introduction

This **Strategic Plan** for Kogi State Polytechnic, Lokoja outlines the institution's goals, objectives and strategies for the period of 2025–2030. The major thrust of the **Plan** is to consolidate on the success stories of the Polytechnic in recent years; hence, the theme: “Consolidation of Academic Excellence”. Thus, it is designed to transform the Polytechnic into a leading centre of excellence in technological and vocational education, while aligning with national development goals and global education trends.

Successful execution of the **Plan** will propel the Polytechnic to become:

- I. An enriched and distinctive educational environment for all students to learn, discover and create;
- II. An innovative leader among Polytechnics;
- III. A centre of creative energy for both staff and students engaged in scientific research, development and innovation;
- IV. A vital part of the educational and intellectual landscape of Kogi State and an asset to the nation and the world;
- V. A centre of opportunity for achieving upward social mobility through a successful career in science and engineering;
- VI. A source of pride for alumni and other supporters/friends; and
- VII. A Polytechnic with a strong financial foundation that sustains a commitment to excellence and innovation.

### Background and Context

The initiator of this **Strategic Plan** is the Chief Executive and Accounting Officer of the Polytechnic, the Rector, Professor Salisu Ogbo Usman. This commenced with the constitution of a Committee on Strategic Plan (CSP) for the year 2025 – 2030, mandated with specific terms of reference by the Rector of the institution in November 2024. The Plan has been developed within the context of the Polytechnic history, strengths and weaknesses and the competitive environment in which it is positioned. The effort was organised with an in-depth environmental scanning tools to ascertain the true position of excellence as at now. This in turn enables a projection of where to be tomorrow. Four hypothetical questions were developed thus:

- i. Where are we as an institution as at now?
- ii. What is the way forward?
- iii. How can we realise our goal?
- iv. what parametres can we use to measure the attainment of the set goals?

The answers to these four questions define the objective of this plan: to consolidate of academic excellence of Kogi State Polytechnic.

This **Strategic Plan** is the road-map to the Polytechnic future. It is a document that will provide each person or organ connected to the Polytechnic with a basis for setting priorities and taking action. These include the Council, the Academic Board, the Rector and other Principal Officers, Management, staff, students and the alumni.

The Rector has overall responsibility for the execution of the Plan. The Governing Council will provide oversight, strategic guidance and resources for the execution of strategies.

The Plan is hierarchical. The vision and mission statements inspire the goals and objectives. Each of the objective is in turn supported by a set of action plans. Each of these action plans has a line officer, resource requirement, time frame and metrics of success.

The Vision, Mission, Goals and Objectives of the Strategic Plan are the foundation for the envisaged transformation of the Polytechnic. The Plan will be assessed and adjusted, if necessary, each year to ensure that its goals and objectives are achieved. Kogi State Polytechnic has a special opportunity to transform itself into a leader in the new age of global competitiveness and opportunity. The ability and commitment to change will favourably position the institution for the challenges ahead. Success in this regard will depend on achieving core values of excellence while infusing invention, innovation, entrepreneurship and creativity into the total Polytechnic experience.

The Strategic Plan, therefore, provides the focus and guideposts that can assure the institution's emergence as an educational force that shapes the future of immediate community, the nation and the world.

## PICTURES OF SOME COMPLETED BUILDING PROJECTS (2020-2024)



**SCHOOL OF APPLIED SCIENCES (SAS)**



**200 SEAT LECTURE THEATRE**

## **CHAPTER ONE**

### **INTRODUCTION**

#### **Historical Background**

Kogi State Polytechnic is strategically located in the historically important town of Lokoja, the confluence of Rivers Niger and Benue. Lokoja is the capital of Kogi State, which is also the gateway to 12 States of the country. It is located on the Okene – Abuja highway, 160 kilometers to the Federal Capital City of Nigeria.

The Polytechnic was established in December 1992 by the first Executive Governor of Kogi State, Prince Abubakar Audu, and with an amended Edict No. 6 under the administration of Col. Paul U.N. Omeruo in 1994. It commenced academic activities in January, 1993, with six (6) Schools and ten (10) programmes, on a temporary site at the then Government Science Secondary School, Adankolo, Lokoja. The other campuses at Osara and Itakpe were inherited from the Kwara State Polytechnic.

The Lokoja Campus was moved to its current permanent site inherited from the then Lokoja Teachers' College in 1995. The Osara Campus of the institution was converted to the Confluence University of Science and Technology in 2018.

The Polytechnic was established with a mission to produce skilled and competent manpower for commerce and industry using standard facilities and efficient personnel for the benefit of humanity. Its primary goal was to produce lower and higher (middle level) technical man power for the State in particular, the nation and the world in general. The pioneer Rector was Dr. Isa Ismaila

From an initial in-take of 840 foundation students in 1993, the student population has phenomenally grown to 14,338 in 2024. Similarly, the number of Schools and Departments has increased from 6 to 8 and 10 to 30 respectively, in a controlled academic growth pattern. The Institution offers National and Higher National Diplomas in various disciplines. The Polytechnic also runs the Interim Joint Matriculation Board Examination (IJMBE) programme.

Successive Executive Governors and Military Administrators of Kogi State have served as Visitors to the Polytechnic since inception. All played their parts in the provision of infrastructures and ensuring conducive environment for research, teaching and learning in the institution. They are as follows:



**Table 1. VISITORS TO THE POLYTECHNIC IN ORDER OF SUCCESSION**

S/N	NAME	STATUS	DURATION
1	Prince Abubakar Audu	Elected Executive Governor, Founder and 1 <sup>st</sup> Visitor	1992 – 1993
2	Col. Paul U.N. Omeruo	Military Administrator and 2 <sup>nd</sup> Visitor	1993 –1996
3	Col. Bzigu Lassa Afakriya	Military Administrator and 3 <sup>rd</sup> Visitor	1996 - 1998
4	Col. Augutstine Aniebo	Military Administrator and 4 <sup>th</sup> Visitor	1998 - 1999
5	Prince Abubakar Audu	Elected Executive Governor and 5 <sup>th</sup> Visitor	1999 - 2003
6	Alhaji Ibrahim Idris	Elected Executive Governor and 6 <sup>th</sup> Visitor	2003 – 2012
7	Captain Idris Wada	Elected Executive Governor and 7 <sup>th</sup> Visitor	2012 – 2016
8	Alhaji Yahaya Adoza Bello	Elected Executive Governor and 8 <sup>th</sup> Visitor	2016 – 2024
9	Alhaji Ahmed Usman Ododo	Elected Executive Governor and 9 <sup>th</sup> Visitor	2024 – date

In addition, nine successive Governing Councils have presided over affairs of the Polytechnic since it commenced academic activities in 1993. The respective Councils and members are as follows:

**Table 2. FIRST GOVERNING COUNCIL (1993 - 1997)**

S/NO	NAME	STATUS	DESIGNATION
1	Dr Alex U. Kadiri	Council Chairman	Chairman
2	Dr Ismaila Isah	Rector	Member
3	Mr M. Salami Tenuche	External Member	Member
4	Mr. I.A. Amodu	Rep. Ministry of Finance	Member
5	Mr. A.O. Abu	Rep. Ministry of Education	Member
6	Mr. P.Z. Akpa	Governor's Office	Member
7	Mr Joseph A. Zhizhi	External Member	Member
8	Dr. T.F. Balogun	External Member	Member
9	Prof. A. Ozigi	External Member	Member
10	Mrs Larai S. Ahmed	External Member	Member
11	Mr Abdullahi Haruna	Rep. Ministry of Justice	Member
12	Mr. J.O. Abu	Rep. Ministry of Works	Member
13	Mr. D.S. Atoku	Registrar	Member/Secretary



**Table 3. SECOND GOVERNING COUNCIL (1997-1999)**

<b>S/NO</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Prof. A.O Ozigi	Chairman	Chairman
<b>2</b>	DR. J.I Omada	Rector	Member
<b>3</b>	Mr. D.M Adah	Deputy Rector	Member
<b>4</b>	Prof. Godwin H. Ogbadu	External Member	Member
<b>5</b>	Dr. D.A. Balogun	External Member	Member
<b>6</b>	Mr Peter Abalaka	External Member	Member
<b>7</b>	Alhaji Idris Isiaka	External Member	Member
<b>8</b>	Mallam M.S. Tenuche	External Member	Member
<b>9</b>	Dr. Amos Shaibu	External Member	Member
<b>10</b>	Mr D.S. Atoku	Rep, DG Ministry of Education	Member
<b>11</b>	Engr. R.O Oloka	Rep. DG, Ministry of Works, Transport and Housing	Member
<b>12</b>	Mallam Usman Sadiq	Rep. DG, Ministry of Finance & Economic Planning	Member
<b>13</b>	Mr E.S. Aileku	Rep. DG Establishment Training	Member
<b>14</b>	Barr. A.S. Awulu	Rep. Ministry of Justice	Member
<b>15</b>	Dr Attah A. Haruna	Rep. Poly Assembly	Member
<b>16</b>	Mr R.O Opega	Rep. College of Education, Ankpa	Member
<b>17</b>	Mr I.E. Ameh	Rep. Academic Board, College of Education, Ankpa	Member
<b>18</b>	Dr. Dutro Oniemola	Rep. Academic Board, Kogi Poly	Member
<b>19</b>	Mr R.S.T Akinwale	Rep. NCCE.Kaduna	Member
<b>20</b>	Mr C.E. Unwaha	Ag. Provost, College of Education, Ankpa	Member
<b>21</b>	Mr. G.I. Makeri Yahaya	Rep. NBTE, Kaduna	Member
<b>22</b>	Mr E.A Agada	Ag. Registrar, College of Education, Ankpa	Member
<b>23</b>	Mrs (Olori) M.B. Orebiyi	Ag. Registrar	Member/Secretary

**Table 4. THIRD GOVERNING COUNCIL (1999 - 2003)**

<b>S/NO</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Prof. M.J. Shaibu	Council Chairman	Chairman
<b>2</b>	Dr. Joseph I. Omada	Rector	Member
<b>3</b>	Prof. J.I Akoh	UniAgirc, Makurdi	Member
<b>4</b>	Prof. Sam Amdii	University of Abuja	Member
<b>5</b>	Dr. O. B. E. Awoniyi	FCE, Okene	Member
<b>6</b>	Dr Ayo Ajagun	External Member	Member
<b>7</b>	Prof. Mike Kwanshie	ABU Zaria	Member
<b>8</b>	Mr. J. Ida	UniAgric, Makurdi	Member
<b>9</b>	Dr J.A Fatele	Provost, College of Education, Ankpa	Member
<b>10</b>	Barr. A.S. Awulu	Rep. Ministry of Justice	Member
<b>11</b>	Mr. D. S. Atoku	Rep. Ministry of Education	Member
<b>12</b>	Mallam Usman Sadiq	Rep. Dg, Ministry of Finance & Economic Planning	Member
<b>13</b>	Mr D.O Umoru	Rep. Establishment & Training	Member
<b>14</b>	Mr I.E. Ameh	Rep. Academic Board, College of Education, Ankpa	Member
<b>15</b>	Dr. S.O Ejima	Rep. College of Education, Ankpa	Member
<b>16</b>	Mr. M.O. Alao	Rep. Ministry of Works	Member
<b>17</b>	Dr Lawrence Achimugu	External Member	Member
<b>18</b>	Chief A.B Ojo	External Member	Member
<b>19</b>	Alhaji Hassan Usman	External Member	Member
<b>20</b>	Mallam Yakubu Anuku Ahmed	External Member	Member
<b>21</b>	Mr A.O. Iyaji	Rep. Ministry of Education	Member
<b>22</b>	Mr A.E. Ameh	Rep. Ministry of Finance	Member
<b>23</b>	Mr. G.I. Makeri Yahaya	Rep. NBTE, Kaduna	Member
<b>24</b>	Mr J.K.A Umaru	Rep. Ministry of Works & Housing	Member
<b>25</b>	Mr Ade Anlemi	Rep. Establishment & Training	Member
<b>26</b>	Mr G.O Salifu	Rep. Ministry of Justice	Member
<b>27</b>	Mr E.A Agada	Registrar, College of Education, Ankpa	Secretary
<b>28</b>	Mr B.J. Ake	Registrar	Secretary

**Table 5. FOURTH GOVERNING COUNCIL (2003 - 2006)**

<b>S/N</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Prof. Michael Bolaji Akinyemi	Chairman	Chairman

There were no members and no meeting was held

**Table 6. FIFTH GOVERNING COUNCIL (2006 - 2009)**

<b>S/NO</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Engr. Fidel Gandy Ayegba	Council Chairman	Chairman
<b>2</b>	Prof. Mathew Idowu Ajibero	Rector	Member
<b>3</b>	Hon. E.D. Olufade	External Member	Member
<b>4</b>	Mr Emmanuel Isa Negedu	External Member	Member
<b>5</b>	Hon. Olusegun I. Olorunshola	External Member	Member
<b>6</b>	Mr Kayode Alabi	External Member	Member
<b>7</b>	Dr S.O Alabi	External Member	Member
<b>8</b>	Mr Obalola Sunday	Rep. Ministry of Finance	Member
<b>9</b>	Mrs A.K.T Koleosho	Rep. Ministry of Education	Member
<b>10</b>	Mr. Kinrin Peter	Rep. Head of Service	Member
<b>11</b>	Elder S.E. Akagu	Rep. Dg, Ministry of Works and Services	Member
<b>12</b>	Mr J.O Owoeye	Rep. Academic Board	Member
<b>13</b>	Dr. T.A Umoru	Rep. Academic Board	Member
<b>14</b>	Mr Nelson E. Jacob	Rep. Poly Assembly	Member
<b>15</b>	Mr M.A Yakubu	Rep. Poly Assembly	Member
<b>16</b>	Hon. Ahem Anuhi	External Member	Member
<b>17</b>	Mrs Odutan Helen	Rep. NBTE	Member
<b>18</b>	Barr. Ibrahim Shaibu	Rep. Ministry of Justice	Member
<b>19</b>	Mr. Usman Okatahi Saliu	Registrar	Secretary

**Table 7. SIXTH GOVERNING COUNCIL (2009 - 2012)**

<b>S/NO</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Engr. Fidel Gandy Ayegba	Council Chairman	Chairman
<b>2</b>	Prof. Mathew Idowu Ajibero	Rector	Member
<b>3</b>	Mr D.M. Adah	Deputy Rector	Member
<b>4</b>	Chief S.F. Olowola	External Member	Member
<b>5</b>	Dr A.Y. Ameloko	External Member	Member
<b>6</b>	Alhaji Abubakar	External Member	Member
<b>7</b>	Elder J.O Adeoye	External Member	Member
<b>8</b>	Hon. E.D. Olufade	External Member	Member
<b>9</b>	Mr Emmanuel Isa Negedu	External Member	Member
<b>10</b>	Hon. Olusegun I. Olorunshola	External Member	Member
<b>11</b>	Mr Kayode Alabi	External Member	Member
<b>12</b>	Dr S.O Alabi	External Member	Member
<b>13</b>	Mr Obalola Sunday	Rep. Ministry of Finance	Member
<b>14</b>	Mr S.A Owonibi	Rep. Ministry of Education	Member
<b>15</b>	Mrs A.K.T Koleosho	Rep. Ministry of Education	Member
<b>16</b>	Mr. Kinrin Peter	Rep. Head of Service	Member
<b>17</b>	Elder S.E. Akagu	Rep. Dg, Ministry of Works and Services	Member
<b>18</b>	Mr J.O Owwoye	Rep. Academic Board	Member
<b>19</b>	Dr. T.A Umoru	Rep. Academic Board	Member
<b>20</b>	Mr Nelson E. Jacob	Rep. Poly Assembly	Member
<b>21</b>	Mr M.A Yakubu	Rep. Poly Assembly	Member
<b>22</b>	Hon. Ahem Anuhi	External Member	Member
<b>23</b>	Mrs Odutan Helen	Rep. NBTE	Member
<b>24</b>	Barr. Ibrahim Shaibu	Rep. Ministry of Justice	Member
<b>25</b>	Mr. Usman Okatahi Saliu	Registrar	Secretary

**Table 8. SEVENTH GOVERNING COUNCIL (2013 - 2016)**

<b>S/NO</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Engr. Fidel Gandy Ayegba	Council Chairman	Chairman
<b>2</b>	Prof. Mathew Idowu Ajibero	Rector	Member
<b>3</b>	Alh. Alhassan Ahamadu	External Member	Member
<b>4</b>	Alh. Ogazuma Yakubu	External Member	Member
<b>5</b>	Mall. Yusufu Peddy Ibrahim	External Member	Member
<b>6</b>	Hon. Mathew Keyi	External Member	Member
<b>7</b>	Alhaji Isa Mohammed	Deputy Rector	Member
<b>8</b>	Mr Obalola Sunday	Rep. Ministry of Finance	Member
<b>9</b>	Mr Ameh Onoja Christopher	Rep. Ministry of Education	Member
<b>10</b>	Alh. Ibrahim Omehi Alhassan	Rep. Ministry of Justice	Member
<b>11</b>	Mrs Bamidele Eunice Omotola	Rep. Ministry of Works	Member
<b>12</b>	Mr Ebute Benedict Yakubu	Rep. Academic Board	Member
<b>13</b>	Mr Adawudi O. Saliu	Rep. Academic Board	Member
<b>14</b>	Mr Owotunse A. Jerome	Rep. Poly Assembly	Member
<b>15</b>	Mr Abubakar Saeed	Rep. Poly Assembly	Member
<b>16</b>	Hon. Ahem Anuhi	External Member	Member
<b>17</b>	Mrs Odutan Helen	Rep. NBTE	Member
<b>18</b>	Mr. Usman Okatahi Saliu	Registrar	Secretary

**Table 9. EIGHT GOVERNING COUNCIL (2017 - 2020)**

<b>S/NO</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Prof. Sam Egwu	Council Chairman	Chairman
<b>2</b>	Alh. Isa Mohammed	Rector	Member
<b>3</b>	Dr. Attah Abdullahi Haruna	Deputy Rector	Member
<b>4</b>	Dr. Chief David Oluwayemi	External Member	Member
<b>5</b>	Barr. Yusuf Amuda Suleiman	External Member	Member
<b>6</b>	Alh. Isa Kokori Ibrahim	External Member	Member
<b>7</b>	Engr. Danjuma O. Attah	External Member	Member
<b>8</b>	Alhaji Mohammed Gimba	External Member	Member
<b>9</b>	Mr Jimoh A. Muhammed	Perm Sec., Finance	Member
<b>10</b>	Mr Aina Eric Dele	Perm. Sec., Education	Member
<b>11</b>	Barr. Suleiman Abdulkarim Omeiza	Perm Sec., Justice	Member
<b>12</b>	Dr Hatim Musa Koko	Rep. NBTE	Member



13	Mrs Grace Hauwa Babo Ehimony	Rep. Academic Board	Member
14	Dr Moses Etila Shaibu	Rep. Academic Board	Member
15	Mr Isaac Sanni	Rep. Poly Assembly	Member
16	Mr. Raphael Oloruntoba Oyenih	Rep. Poly Assembly	Member
17	QS Bamidele E.O	Perm Sec, Land & Housing Bureau	Member
18	Dr. Godwin Ojodomo Onamah	Rep. Academic Board (new)	Member
19	Mr Stephen Ade Rowland	Rep. Academic Board (new)	Member
20	Mr Godwin Idakwo	Rep. Poly Assembly (new)	Member
21	Mr Peter Elijah	Rep. Poly Assembly (new)	Member
22	Mrs Rebecca Ata	Ag. Registrar	Secretary
23	Mr Mathew Enejo Ocholi	Registrar	Secretary

**Table 10. NINTH GOVERNING COUNCIL (12TH FEBRUARY, 2021- 12TH FEBRUARY, 2024)**

S/NO	NAME	STATUS	DESIGNATION
1	Prof. Isa Yakubu	Council Chairman	Chairman
2	Dr. Salisu Ogbo Usman	Rector	Member
3	Dr Lamidi Kehinde	Deputy Rector	Member
4	Dr. Friday Audu	External Member	Member
5	Dr Lawal Opotu	External Member	Member
6	Dr Jonathan Okpanachi	External Member	Member
7	Prof. Rachael G. Ayo	External Member	Member
8	Dr Abdul R. Usman	External Member	Member
9	Engr. Emmanuel O. Audu	Rep. Ministry of Works	Member
10	Mr Julius O. Justus	Rep. Min. of Fin. Budget & Economic Planning	Member
11	Barr. Akpan O. Emmanuel	Perm Sec., Justice	Member
12	Mr Idenyi S. Emmanuel	Rep. Ministry of Education	Member
13	Mr Abdul E. Bala	Rep. (Est), Head of Service	Member
14	Mr Tajudeen J. Yahaya	Rep. NBTE	Member
15	Mrs Abimaje Elizabeth	Rep. Poly Assembly	Member
16	Engr. Adavi A. Abdulazeez	Rep. Poly Assembly	Member
17	Dr Samuel T. Olowo	Rep. Academic Board	Member
18	Mr John Friday Otaru	Rep. Academic Board	Member
19	Mr Sunday Aiyeetan	Registrar	Member/Secretary

**IN ATTENDANCE**

<b>20</b>	Mr Adeika O. Obadaki	Bursar	In Attendance
<b>21</b>	Mrs Ozohu O.M. Audu	Poly Librarian	In Attendance
<b>22</b>	Engr. Adamu A. Ayni	Director of Works and Services	In Attendance

**Table 11. NINTH GOVERNING COUNCIL (12TH FEBRUARY, 2021- 12TH FEBRUARY, 2024)**

<b>S/NO</b>	<b>NAME</b>	<b>STATUS</b>	<b>DESIGNATION</b>
<b>1</b>	Prof. Isa Yakubu	Council Chairman	Chairman
<b>2</b>	Dr. Salisu Ogbo Usman	Rector	Member
<b>3</b>	Dr Samuel T. Olowo	Deputy Rector	Member
<b>4</b>	Dr. Friday Audu	External Member	Member
<b>5</b>	Dr Lawal Opotu	External Member	Member
<b>6</b>	Dr Jonathan Okpanachi	External Member	Member
<b>7</b>	Prof. Rachael G. Ayo	External Member	Member
<b>8</b>	Dr Abdul R. Usman	External Member	Member
<b>9</b>	Engr. Emmanuel O. Audu	Rep. Ministry of Works	Member
<b>10</b>	Mall. Yakubu Suleiman Aliu	Rep. Min. of Fin. Budget & Economic Planning	Member
<b>11</b>	Barr. Badama Kadiri	Rep., Ministry Justice	Member
<b>12</b>	Mr Dele Musa Yakubu	Rep. Ministry of Education	Member
<b>13</b>	Mrs Oloruntoba I. Elizabeth	Rep. (Est), Head of Service	Member
<b>14</b>	Mr Tajudeen J. Yahaya	Rep. NBTE	Member
<b>15</b>	Mrs Abimaje Elizabeth	Rep. Poly Assembly	Member
<b>16</b>	Engr. Adavi A. Abdulazeez	Rep. Poly Assembly	Member
<b>17</b>	Mr John Friday Otaru	Rep. Academic Board	Member
<b>18</b>	Mr Sunday Aiyeetan	Registrar	Member/Secretary

**IN ATTENDANCE**

<b>19</b>	Mr Adeika O. Obadaki	Bursar	In Attendance
<b>20</b>	Mrs Ozohu O.M. Audu	Poly Librarian	In Attendance
<b>21</b>	Engr. Adamu A. Ayni	Director of Works and Services	In Attendance

**Table 12. RECTORS OF THE INSTITUTION IN ORDER OF SUCCESSION**

S/NO	NAME	STATUS	FROM	TO
1	Dr Ismaila Isa	Rector	1993	1995
2	Mr Adamu Isah Obajimoh	Rector	1995	1998
3	Dr Joseph I. Omada	Rector	1998	2006
4	Mr Amos B. Ojo	Ag. Rector	January 2006	July 2006
5	Prof. Mathew I. Ajibero	Rector	2006	2014
6	Alh. Isa Muhammed	Rector	2014	2018
7	Dr. Attah A. Haruna	Ag. Rector	September 2018	January 2019
8	Prof. Mohammed S. Atureta	Rector	January 2019	April 2020
9	Dr. Salisu Ogbo Usman	Ag. Rector	7th April, 2020	11th February, 2021
10	Prof. Salisu Ogbo Usman	Rector	12th February, 2021	11th February, 2025
11	Prof. Salisu Ogbo Usman	Rector	12th February, 2025	Till Date

**Table 13. DEPUTY RECTORS OF THE INSTITUTION IN ORDER OF SUCCESSION**

S/N	NAMES	STATUS	FROM	TO
1.	Mr. Daniel M Ada	Deputy Rector	2009	2012
2.	Mr. Isah Mohammed	Deputy Rector	2013	2016
3.	Dr. Attah Abdullahi Haruna	Deputy Rector	2019	2020
4.	Dr. Lamidi Kehinde	Deputy Rector	2020	2023
5.	Dr. Samuel T. Olowo	Deputy Rector	2023	Till date

**Table 14. REGISTRARS OF THE INSTITUTION IN ORDER OF SUCCESSION**

S/N	NAMES	STATUS	FROM	TO
1.	Mr. D.S Atoku	Registrar	1993	1997
2.	Mr. Benjamin J. Ake	Registrar	1997	2005
3.	Mr. Usman O. Saliu	Registrar	2006	2016
4.	Mrs. Rebecca Ata	Registrar	2017	2018
5.	Mr. Mathew E. Ocholi	Registrar	2018	2020
6.	Mr. Raji I. O Zubair	A.g Registrar	2020	2021
7.	Mr. Sunday Aiyeetan	Registrar	9th June, 2021	Till Date

**Table 15. BURSARS OF THE INSTITUTION IN ORDER OF SUCCESSION**

S/N	Name	STATUS	FROM	TO
1.	Alhaji Sanni Gegu	Bursar	1993	1997
2.	Alhaji M.J. Ova	Bursar	1997	1999
3.	Mr. A.K Yusuf	Bursar	1999	2001
4.	Hajia Hajara Ibrahim	Bursar	2001	2008
5.	Dr. Ujiya Adamu Abel	Bursar	2008	2018
6.	Dr. Onoja Augustine Abutu	Bursar	2018	2020
7.	Mr. Adebola Osho	Ag. Bursar	APRIL, 2020	FEB. 2021
8.	(Dr.)Adeika Obaro Obadaki	Bursar	JUNE 2021	TILL DATE

**Table 16. POLYTECHNIC LIBRARIANS OF THE INSTITUTION IN ORDER OF SUCCESSION**

S/N	Name	STATUS	FROM	TO
1	Chief S. A. Aina	Polytechnic	1993	1996
2	Mr. S. I. Bello	Ag. Polytechnic Librarian	1996	1998
3	Mr. J. L. Ibrahim	Polytechnic Librarian	1998	2002
4	Mr. S. I. Bello	Ag. Polytechnic Librarian	2002	2003
5	Mr. O. A. Jemirin	Ag. Polytechnic Librarian	2003	2007
6	Dr.G.F Olorunyomi	Polytechnic Librarian	2007	2016
7	Dr. A. L. Mbashir	Polytechnic Librarian	2016	2020
8	Mrs. Ozohu Omolola Mohammed Audu	Ag. Polytechnic Librarian	2020	2021
9	Mrs. Ozohu Omolola Mohammed Audu	Polytechnic Librarian	2021	TILL DATE

**Table 17. DIRECTORS OF WORKS AND SERVICES OF THE INSTITUTION IN ORDER OF SUCCESSION**

<b>S/N</b>	<b>NAME</b>	<b>STATUS</b>	<b>FROM</b>	<b>TO</b>
1.	Engr. Elumokwo A. John	Director	1992	1998
2.	Engr. Samuel Shembere	Director	1998	2001
3.	Engr. Samuel Akogwu	Director	2001	2005
4.	Alh. A.O Saeed	Ag. Director	2005	2007
5.	Engr. Elumokwo A. John	Director	2007	2018
6.	Engr. Maliki Ovente	Director	2018	2020
7.	Engr. Sunday O. Adanu	Ag.Director	2020	2021
8.	Engr. Abdullahi Adamu Ayni	Director	2021	Till Date

The Polytechnic has successfully matched its academic growth with an impressive stride in infrastructural development through the building and furnishing of academic complex, lecture theatres, classrooms, staff offices, laboratories, workshops, medical clinic, sporting facilities etc., on both campuses.

The Institution has been able to sustain the fulfillment of its mandate and thus, become one of the leading Institutions providing technological education in Nigeria, with strong emphasis on hands-on-training.



## CHAPTER TWO

### INSTITUTIONAL ANALYSIS

#### PERFORMANCE EVALUATION OF THE 2013 -2018 STRATEGIC PLAN

As at the time the **2013-2018 Strategic Plan** expired, not much was achieved in terms of its strategic goals. Management therefore, considered it unnecessary to on hold, a new Strategic Plan for the period between 2018 and 2024.

However, with substantial aspects of the actions proposed in the **2013 – 2018 Plan** already implemented, albeit some adjustment, it is now considered imperative to have new Plan in place.

Below is the evaluation of performance of the **2013 - 2018 Strategic Plan**

**Table 18. PERFORMANCE EVALUATION OF 2013-2018 STRATEGIC PLAN**

Objective 1: School Excellence

S/N	STRATEGIES	ACTIONS PROPOSED	EVALUATION OF PERFORMANCE
1	Increase the size and quality of School in strategically important areas	(a) Development of new programme viz Establishment of School of Communication Technology (b) Construction of class rooms and offices for academic staff, such as Museum/Gallery for SADP, Language Studio and Radio Room for School of General Studies, Completion of the on-going Library Complex, Construction of Library for Itakpe and Osara Campuses (c) Procurement of e-Library resources. (d) Recruitment and training of staff (e) Advertise and admit qualified applicants based on NBTE requirements (f) Resource inspection and accreditation of courses	<b>Implemented</b>  a. New ND and HND programmes introduced in the Schools of Agricultural Technology, Art, Design and Printing, Engineering Technology, Environmental Technology and General & Communication Studies b. Class rooms and offices provided for academic staff across Schools c. Museum/Gallery for SADP provided d. E-Library resources provided, but remains a continuous exercise e. More teaching and non-teaching staff have been recruited, but remains a continuous exercise f. Training of staff remains a continuous exercise g. Qualified applicants admitted based on NBTE requirements

			<p>h. Resource inspection for new programmes and accreditation of existing courses carried out. These include successful accreditation of 48 programmes and successful resource inspection of 17 new programmes</p> <p>i. Construction of Library Complex completed</p> <p><b>Pending</b></p> <p>a. School of Communication Technology yet to be introduced</p> <p>b. Osara campus ceded to Confluence University of Science and Technology; hence no more need for a Library on the campus</p>
2	Develop new academic programmes that built on traditional strength	<p>(a) Creation of new department viz Local Government Studies, Marketing, Insurance, Co-operative Studies, Banking and Finance, Printing Technology, Pharmaceutical Technology, Mass Communication, Aero Space Technology, ND Ceramic Technology and ND Food Technology. HND in Microbiology, Physics and Electronics</p> <p>(b) Resource inspections and accreditation of courses.</p>	<p><b>Implemented</b></p> <p>a. ND Mass Communication, ND Mechatronics and Aerospace Technology &amp; HND Microbiology, introduced with successful resource inspection</p> <p>b. Resource inspection and successful accreditation carried out</p> <p><b>Pending</b></p> <p>a. Introduction of ND programmes in Ceramics, Food Technology and HND programmes in Microbiology and Physics and Electronics</p>

3	Develop and implement policies to retain highly valued staff	<ul style="list-style-type: none"> <li>(a) Motivation of staff through study leave with pay and sabbatical leave.</li> <li>(b) Establishment of staff recreation club.</li> <li>(c) Bridging the gap between Polytechnic and Universities in terms of condition of service.</li> <li>(d) Provision of other incentives such as award of prize for staff who excel or distinguish themselves in their field.</li> <li>(e) Provision of robust Pension Scheme.</li> </ul>	<b>All Actions Pending</b>
4	Renewal in terms of academic priorities	Re-branding of less patronized courses to make them more appealing and relevant to contemporary challenges through review of curricula.	<b>All Actions Pending</b>
5	Provide more opportunities for dialogue and engagement.	<ul style="list-style-type: none"> <li>(a) Seminars, Workshops and Conferences at Departments, Schools, Polytechnic and world level.</li> <li>(b) Encouraging participation in external conference (Local and International)</li> <li>(c) Opening channel of communication with sister tertiary institutions.</li> <li>(d) Initiate collaborative projects with corporate bodies such as Obajana Cement company, Ajaokuta Steel Company, National Iron Ore Mining Company (NIOMCO)</li> </ul>	<b>Implemented</b> <ul style="list-style-type: none"> <li>a. Seminars, Workshops and Conferences are held routinely at the schools level.</li> <li>b. Significant number of staff have been sponsored for participation in Local and International conferences</li> <li>c. The Polytechnic has robust communication link with sister tertiary institutions like the Federal University Lokoja, Prince Abubakar Audu University, Anyigba, Confluence University of Science and Technology, Osara, College of Education, Ankpa, College of Nursing and Midwifery, Obangede and College of Health Sciences and Technology, Idah.</li> </ul>

			<b>Pending:</b> <ul style="list-style-type: none"> <li>a. Collaborative projects with Obajana Cement Company, Ajaokuta Steel Company, Nigerian Iron Ore Mining Project, etc</li> </ul>
6	Broaden diversity of staff.	<ul style="list-style-type: none"> <li>(a) Deliberate service and wide publicity</li> <li>(b) Make provision for sabbatical appointment.</li> </ul>	<ul style="list-style-type: none"> <li>a. Staff recruitment is done in line with the diversity and complexity of Kogi State</li> </ul>
7	Mentorship	<ul style="list-style-type: none"> <li>(a) Younger lecturers should be tutored on how to write research papers, supervise project etc. for their academic and career development.</li> <li>(b) Teaching and marking by younger lecturers should be occasionally vetted and monitored.</li> <li>(c) Appointment of level advisers.</li> <li>(d) Liaise with an organized industry based mentoring programme for staff and students.</li> </ul>	<b>Implemented:</b> <ul style="list-style-type: none"> <li>a. Action on (a) – (d) is a routine exercise, and it continues</li> </ul>

Objective 2: Educational Excellence

S/N	STRATEGIES	ACTIONS	EVALUATION OF PERFORMANCE
1	Admit a diverse body of the very best	<ul style="list-style-type: none"> <li>(a) Sustenance of post UTME.</li> <li>(b) Recruit qualified lecturers, ensure professionalism in their areas of discipline.</li> <li>(c) Encourage through affirmative action on admission of students from areas of educationally disadvantaged Local Government Area viz: Lokoja, Bassa, Kogi and Ajaokuta.</li> </ul>	<p><b>Implemented:</b></p> <ul style="list-style-type: none"> <li>a. Post-UTME is sustained and improved upon</li> <li>b. Qualified lecturers have been engaged in various disciplines, and they are encouraged to ensure professionalism through identification with relevant professional bodies</li> <li>c. The Polytechnic admits students with emphasis on the diversity of the State, including consideration of the educationally disadvantaged LGAs</li> </ul>
2	Sustain a culture that support teaching excellence in all academic units	<ul style="list-style-type: none"> <li>(a) Provision of adequate facilities: Classrooms, Library, ICT Centres.</li> <li>(b) Involvement of lecturers in curriculum development</li> <li>(c) Periodic workshops/seminars for staff in relevant areas.</li> <li>(d) All staff and students to be computer literate (provision of computers for each staff and students).</li> <li>(e) Computerized system of teaching and learning</li> <li>(f) Provision of public address system/ power points in large lecture theatres e.g using Skype to deliver lectures.</li> <li>(g) Employment of lecturers at all levels based on the NBTE, Staff – mix for each programme.</li> </ul>	<p><b>Implemented:</b></p> <ul style="list-style-type: none"> <li>a. More classrooms have been provided and a new CBT Extension is at advanced stage of completion</li> <li>b. There is a standing curriculum committee made of lecturers drawn from schools and departments</li> <li>c. Workshops/Seminars are a continuous exercise</li> <li>d. Sensitisation on computer training is a continuous exercise</li> <li>e. PAS are provided at the School and Departmental levels, but more needs to be provided in Lecture theatres and large halls</li> <li>f. The revenue base is</li> </ul>



		(h) Diversify the revenue base of the Polytechnic to support the existing sources of revenue.	<p>diversified through the operations of Kogi Poly Consults, but more efforts are required</p> <p>g. Lecturer are employed at all levels, and for all programmes, and it remains a continuous exercise</p> <p><b>Pending:</b></p> <p>a. Presentation of lectures at all levels using power point</p>
3	Support/Reward for excellent teaching and advising	<p>(a) Introduction of staff development award for staff and scholarship for students</p> <p>(b) Promotion as at when due.</p>	a. Staff are promoted as at when due

Objective 3: Excellence in Research, Scholarship and Creativity

S/N	STRATEGIES	ACTIONS	EVALUATION OF PERFORMANCE
1	Excellent and current Administrative Services.	<p>(a) Establishment of desk officer in charge of research in the Deputy Rector's Office.</p> <p>(b) Re-organise Academic Planning Unit to enable it promote research training and re-training of staff for capacity building.</p>	<p><b>Implemented:</b></p> <p>a. Academic Planning is reorganised and efforts are made to ensure training and re-training of staff</p> <p><b>Moderated:</b></p> <p>a. A Directorate of Research and Innovation has</p>

			been established; hence no more need for Desk Officer on research in the Deputy Rector's Office
2	Proposal Development	<p>(a) Academic Planning Unit to organise workshop on proposal writing/ research Development</p> <p>(b) Academic staff should be encouraged to submit proposal on current, local, regional or international issues.</p> <p>(c) Regular workshop should be organised for newly recruited staff on how to teach, write proposal/ memo/minutes.</p>	<p><b>Pending:</b></p> <p>Actions on (a) – (c) are not yet at the level required</p>
3	Award Management	Composition of Polytechnic Research Grant Board under the headship of the Deputy Rector.	<b>Pending</b>
4	Technology transfer and commercialisation	<p>(a) Enlarge the mandate of entrepreneurship unit to inculcate transfer and commercialise research project.</p> <p>(b) Develop the use of local contents</p> <p>(c) Secure intellectual property rights on all developed prototypes. (research project).</p> <p>(d) Development of software for communication</p>	<b>All Pending</b>
5	Strengthen relationship with key organization for research opportunities and collaboration	(a) Signings of MOUs that incorporate research opportunities and collaboration with key organisations.	<p><b>Implemented:</b> The Polytechnic has a standing MoU with the Nigerian Airspace Research and Development Agency (NASRDA). This is in addition with other MoUs meant for the practical training of students</p>

6	Develop Science/ Technological based neighborhood/ how to provide opportunities for partnership	(a)Introduction of research exhibition day to demonstrate prototype of research works of the polytechnic. (b)Creating community partnership for development of large-scale prototype.	<b>All Pending</b>
7	Identify and selectively strengthen core infrastructures for research, scholarship and creativity	(a)Acquisition and maintenance of more computers. (b)Maintenance of existing laboratory and workshops. (c)Creation of central research laboratory. (d)Enhance collaboration and reduce cost.	<b>Implemented:</b>  a. More computers acquired, but remains a continuous initiative b. New workshop built for School of Engineering at Itakpe, and existing laboratories and workshops are routinely maintained c. Collaboration with agencies and other institutions is a continuous exercise <b>Pending:</b>  a. Creation of Central research laboratory
8	Encourage collaboration between staff and students in research	(a)Organisations of workshops and seminars, site visits and excursion to relevant sites e.g. industrial complex (b)Enhance the teaching of research methods and statistics. (c)Thorough supervision of students projects and other creative and research works. (d)Publication of research findings for placement in the internet. (e)Provision of research grants and rewards of students with good research works.	<b>Implemented:</b>  (a)– (d) are routine exercise <b>Pending:</b>  a. Provision of research grants and rewards of students with good research works.

9	Raise quality and structure of selected Departments to the position of academic of academic leadership in research	(a)Up grading the quality of the Department of Public Administration, Printing Technology, Mining and Metallurgy and Science Laboratory Technology (SLT) (b)Recruitment of new staff and appropriate capacity building of the existing staff.	<b>Implemented:</b>  (a)and (b) are a continuous exercise
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Objective 4: Excellence in Public Engagement

S/N	STRATEGIES	ACTIONS	EVALUATION OF PERFORMANCE
1	Make public engagement a distinctive feature of education in Kogi State	(a)Organising seminars and workshop in conjunction with the government and general public. (b)Develop new academic programmes that are vocationally inclined for self –reliance (c)Sustenance of corporate social responsibility (d)Introduction of certificate programmes for artisans.	<b>Implemented:</b>  (a)– (d) are in progress and remain routine activities <b>Pending:</b>  a. Introduction of Certificate Programme for artisans
2	Strengthen the connection between the public engagement and on-campus research and educational strength	(a)Engage in research that can easily be adopted by industries/society (b)Strengthen connection with employers of labour through visits and regular consultations. (c)Encourage site study system.	<b>All Pending</b>

Objective 5: Staff Excellence

S/N	STRATEGIES	ACTIONS	EVALUATION OF PERFORMANCE
1	Promote a workplace that gives respect, dignity and fairness to all staff.	(a)Construction of administrative block. (b)Ensure that there is justice, and fairness for all staff vis-à-vis the rules and	<b>Implemented:</b>  a. Administrative already in place b. Rules and regulations are observed through

		<p>regulations of the institution</p> <p>(c) Sustainable welfare package for all staff</p> <p>(d) Send-forth ceremony for retiring staff.</p> <p>(e) Pre-retirement training programme.</p>	<p>reliance on Polytechnic Edict, Scheme and Conditions of Service and Students Information Handbook</p> <p>c. Sustainable and implementable welfare package is in place</p> <p><b>Pending:</b></p> <p>a. Send-forth ceremony for retiring staff</p> <p>b. Pre-retirement training programme</p>
2	Attract talented and diverse work force	<p>(a) Ensure payment of good remuneration (salary and allowances)</p> <p>(b) Good staff development and training programmes.</p>	<p><b>Implemented:</b></p> <p>a. Remuneration package is in line with the approved version tertiary institutions in Kogi State</p> <p>b. Staff training and development is a continuous exercise</p>
3	Retain highly qualified staff	Effective communication between management and staff	<p><b>Implemented:</b></p> <p>a. Activities are conducted through prompt issuance of mems, committee system, Council and Academic Board meetings and Polytechnic Assembly</p>
4	Be exemplary employer	<p>(a) Transparency and accountability</p> <p>(b) Compassionate, firm and decisive</p> <p>(c) Visionary</p> <p>(d) Give staff welfare utmost priority</p>	<p><b>Implemented:</b></p> <p>(a)– (d) are routine exercises, and will be improved upon</p>



5	Recruit and retain significantly increased member of outstanding females.	(a) External advertisement for appointment of outstanding female staff. (b) Good recruitment and selection policy in favour of female staff (c) Working conditions that do not discriminate against female staff (d) 35% affirmative action of United Nation (UN) should be followed. (e) Staff development and training programme for female. (f) Mainstreaming of gender into Polytechnic Programme.	<b>Implemented:</b> a. Working condition in the Polytechnic does not accommodate gender discrimination <b>Pending:</b> (a), (b), (d), (e) and (f)
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Objective 6: Excellence in Organisation Stewardship

S/N	STRATEGIES	ACTIONS	EVALUATION OF PERFORMANCE
1	Affirming general guidelines for organisational stewardship with clear areas of responsibility and lines of authority (ORGANOGRAM)	(a) Sustenance of and compliance with the existing organogram  (b) Ensure compliance with rules e.g Financial discipline and accountability, checks and balances and leadership by example. (c) Ensure compliance with minimum deviations for operating recurrent and capital budget with financial institution.	<b>Implemented:</b> (a)– (c) are routinely observed
2	Promote effective stewardship of the built and natural environment	(a) Adherence to the master plan in development projects. (b) Engage professionals in implementation of infrastructural plans of the	<b>Implemented</b> a. Consultants are engaged to handle all infrastructural plans of the Polytechnic

		<p>community.</p> <p>(c) Secure built and natural areas through perimeter fencing</p> <p>(d) Regular maintenance of infrastructure including schedules for renovation</p>	<p>b. Itakpe Campus is currently undergoing fencing</p> <p>c. Infrastructures are regularly maintained</p> <p><b>Pending:</b></p> <p>There was substantial encroachment on the Polytechnic land, making adherence to masterplan unrealistic</p>
3	Promote effective infrastructure for ICT that contributes to the core academic mission, ensure access, security and privacy	<p>(a) Maintain and expand ICT Infrastructure and other supporting facilities e.g electricity and security.</p> <p>(b) Create awareness among the community of the need for ICT compliance for the global community.</p> <p>(c) Provision of laptop to staff</p> <p>(d) Computerize all areas of operations systematically.</p> <p>(e) Assess regularly the impact on the behavioural pattern of the entire community (staff, students and other users).</p> <p>(f) Net-work all the campuses</p>	<p><b>Implemented:</b></p> <p>a. ICT infrastructures are maintained through provision of standby generators, solar panels and CCTV camera for security of the facilities</p> <p>b. Continuous of members of the Community on the need for ICT compliance</p> <p><b>Pending</b></p> <p>(a) Provision of laptop to staff</p> <p>(b) Computerisation of all areas of operations</p> <p>(c) Regular assessment of the impact on the behavioural pattern of the entire community (staff, students and other users).</p> <p>(d) Computer networking of both campuses</p>

4	Develop campus facilities for supporting academic and curricular needs and property protection	<p>(a) Provision of Geo-informatics system (GIS) Laboratory with hard wares, soft wares and wireless internet.</p> <p>(b) Upgrade the health facilities on the campuses</p> <p>(c) Provision of modern security offices: Recruitment of new staff and training of existing ones with modern security gadgets.</p> <p>(d) Completion of perimeter fencing on the main campus and construction for other campuses</p> <p>(e) Beautification of the Polytechnic and erosion control through landscaping.</p> <p>(f) Upgrade of the existing dam.</p>	<p><b>Implemented:</b></p> <p>a. Geo-informatics system (GIS) Laboratory is in the School of Environmental Technology</p> <p>b. Health facilities upgraded from 3 beds to 30 and more health personnel are engaged</p> <p>c. A modern security House named Alhaji Yahaya Adoza Bello Security House has been provided, replacing the old 3-room cubicle originally in place.</p> <p>d. New security staff have been recruited and old ones retrained and provided with modern security gadgets.</p> <p>e. Beautification of the Polytechnic and erosion control through landscaping is substantially carried out</p> <p><b>Pending:</b></p> <p>a. Completion of perimeter fencing on the main campus</p> <p>b. Upgrade of the existing dam</p>
5	Support and value a high-quality campus life and a sense of community	<p>(a) Completion of the Student Centre.</p> <p>(b) Institute dressing code – among students</p>	<p><b>Implemented:</b></p> <p>a. Dress Code instituted, but there is need for serious enforcement</p>

		<p>(c) Provision of relaxation and recreation centres on all the campuses.</p> <p>(d) Provision of guest house, nursery and primary schools, bookshops</p>	<p>b. Staff School (with Nursery, Primary &amp; Secondary Sections) provided</p> <p>c. Bookshop is already in place</p> <p><b>Pending:</b></p> <p>a. SUG Secretariat already exists, but no student centre yet</p> <p>b. No relaxation and recreation creation</p>
6	Strengthen improve alumni relations.	<p>(a) Publish alumni activities in national dailies.</p> <p>(b) Engage alumni associations in development projects on the campus</p> <p>(c) Create alumni register in D.S.S Office with comprehensive information on contact address, home address, phone number and work place.</p> <p>(d) Motivate alumni through award of honour and other forms of recognition.</p>	<p><b>Implemented:</b></p> <p>a. Alumni Association is already engaged, and they have built an open car garage at the administrative complex</p> <p>b. Alumni Register is being built at the the Directorate of Alumni, Support and Linkages</p> <p><b>Pending:</b></p> <p>a. Publication of alumni activities in national dailies</p> <p>b. Motivation of alumni through award of honour and other forms of recognition.</p>

**PICTURES OF SOME COMPLETED BUILDING PROJECTS (2020-2024)**



**SCHOOL OF ART, DESIGN AND PRINTING (SADP)**



**SCHOOL OF ENVIROMENTAL TECHNOLOGY (SET)**



## **CHAPTER THREE**

### **ORGANISATIONAL STRUCTURE**

The essence of a solid and well-thought organisational structure is to ensure that **Plan** is successfully implemented. To this end, the structural and management environment must be efficient and capable of delivering the set goals.

The organisational structure of an organisation is the framework within which managerial and operating tasks are performed. Kogi State Polytechnic has an organisational structure through which the **Strategic Plan** will be executed.

#### **Strategic Operations Units**

The Strategic Operations Units used for the purpose of developing action plans are as follows:

#### **I. COUNCIL AFFAIRS**

The Council Affairs commenced activities as at the inception of the academic activities of the Polytechnic in 1993. It has the mandate of:

1. Ensuring the smooth operations of the activities of the Governing Council;
2. Arranging for and ensuring successful conduct of meetings of Council's Standing and ad-hoc Committees;
3. Recording the minutes of the Committees and the General Council Meetings; and
4. Documenting and Filing of Minutes of Council for reference

The Council Affairs Unit, however faces challenges lack of printer, files cabinets, photocopying machine and insufficient furniture.

#### **II. RECTORATE**

The Rectorate is divided into the following Units/Directorates/Services

1. **Office of the Rector:** The Rector's Office is directly under the supervision of the Rector. It has been in existence since the inception of the institution. The Rector is assisted by an Executive Assistant, Personal Secretary, Personal Assistant and Security details to manage the affairs of the office, the Rectorate and the entire Polytechnic.
2. **Office of the Deputy Rector:** Deputy Rector's Office was established in 1997 to assist and support the Rector in administrative duties. The office presides over various committees including but not limited to Results Verification Committee, Convocation Committee, Staff

Disciplinary Committee and Housing Committee.

It assists in fostering positive relationships with other sections and units within the Polytechnic. It draws strength from directive and support of the Rector and dedication of staff, adequate resources and conducive work environment and team work.

However, there is the need to improve in the area of training and retraining of staff to enhance performance and capacity.

### **3. Security Unit:**

The Security Unit is as old as the Polytechnic. It is headed by a Chief Security Officer who is assisted by other officers assigned to different sections of the Polytechnic.

The Unit got a serious facelift under the current administration in 2020 when its centre of activities was relocated from a 3-room cubicle to a new and more befitting security office. It currently has a staff strength of one hundred and forty-seven (147), including officers and operatives who work twenty four hours a day under different shifts. The main activity of the Unit is the protection of lives and properties of both staff and students.

- 4. Transport Unit:** The Transport Unit of the Polytechnic is a very new Unit established on 23<sup>rd</sup> December, 2024 when an experienced and capable officer was needed to help in the vehicle maintenance. It has two (2) staff members. It has the responsibility of managing and maintaining all Polytechnic vehicles.

- 5. Procurement Unit:** The procurement unit was moved from the Bursary Department to Office of the Rector following approval for the establishment of Procurement Officer's cadre in the Polytechnic at the 59<sup>th</sup> Regular Meeting of Council held on 28-29<sup>th</sup> of March, 2019. It has the responsibility of securing the right goods, works and services at the best prices and times for the institution through negotiation, communication and relationship management. It works with sections of the Polytechnic such as:

- a. **Works Department:** The Department would request needed materials for construction and maintenance services and the procurement unit in turn procure same from qualified vendors. The unit also manages the procurement processes through evaluating bids and award of contracts.
- b. **Bursary Department:** The procurement unit is responsible for acquiring goods and services in line with approval, while the Bursary Department is responsible for payment of the approved sum and monitors the execution through the store.
- c. **Audit Department:** The Directorate of Audit is responsible for reviewing and verifying the procurement processes to ensure compliance with the Polytechnic policies; proper spending

and to identify issues like fraud or inefficiencies in how goods are purchased by the Procurement Unit. They act as quality control mechanism over procurement activities.

6. **Directorate of Internal Audit:** This was upgraded to a Directorate by the Governing Council on 4th January, 2024. The Directorate performs all Internal Audit Functions. These include all revenues and expenditures, salaries, pre-Audit payment vouchers, store monitoring, purchases and projects and recording of all Audited Vouchers. The Directorate advises Rector on revenues and expenditures decisions.
7. **Directorate of Entrepreneurship Development:** The Directorate of Entrepreneurship Development was established in 2015 in response to the directive given by the National Board for technical education (NBTE) requesting that all polytechnics should establish Entrepreneurship Development Centres. However, the skill training activities commenced in September 2018, to complement the Entrepreneurship Development (EED) taught courses in various departments.  
In 2022, the Entrepreneurship Development Centre was upgraded to a full Directorate, now known as the Directorate of Entrepreneurship Development Centre. The Directorate has a staff strength of thirteen (13) officers.
8. **Directorate of Research and Innovation:** The Directorate was created in December, 2021. It has a staff strength of seven (7) officers. The Directorate collaborates with the Directorate of Academic planning to drive research, nominate staff for training and development. The Directorate also collaborates with the legal unit of the Polytechnic in terms of policies that impact research and staff such as Intellectual Property Rights and Technology Transfer (IPTT). It also collaborates with the Directorate of Advancement, Support and linkages through networking and partnership with donor agencies. The Directorate partners with the Directorate of Information Technology and Resource center in training staff members on the recent trends in ICT and host research output in the Polytechnic website.
9. **Directorate of Health Services:** The Directorate was established in 1992. With forty members of staff, the Directorate provides primary and some secondary medical services to patients. It also registers new students and Staff to keep their records in the Polytechnic health repository. It is headed by a Chief Medical Director, and with sections like Matron Office, Laboratory Unit and Pharmacy Unit.
10. **Directorate of Public Relations and Protocol:** Public Relations Unit has been in existence since the inception of the institution, but was upgraded to a full Directorate on 4th January, 2024

It is saddled with the responsibility of sustaining and projecting the good image of the institution. It is subdivided into media, protocol and audio/visual and technical units. It relates with other offices in the Polytechnic for the purpose of gathering and processing information that can ensure positive visibility of the institution. Collecting and collating information and news items from Schools, Departments, Directorates, units and Polytechnic events and functions and processing as news for dissemination through the Polytechnic's social media handles and the traditional media.

**11. Directorate of Students' Services:** The Directorate of Students' Services was established in 1993. It is charged with the primary responsibility of overseeing the activities of students on both campuses (Lokoja and Itakpe). The specific functions of the Directorate are:

- a. Coordinate all activities related to the welfare of the students' activities on academic and administrative matters.
- b. Maintain the hostels and allocate same to interested students on the basis of first come first serve.
- c. Keep accurate records of students.
- d. Register all students' associations/clubs/bodies operating on our campuses.
- e. Monitor the activities of all registered students' bodies and as well report to the management of any infractions by the bodies.
- f. Investigate the activities of any illegal students' bodies and report expeditiously to the management.
- g. Interface with the National Youth Service Corp (NYSC) for seamless mobilization of HND Graduates.
- h. Prompt delivery of students' identity cards.

The Directorate has 9 units established in 2022, with a total of 59 members of staff spread across the units, including the Deans' Office, Students Affairs, Identity Card, NYSC Data Capturing, Guidance and Counselling, Exit, Verification, Hostel Affairs and Administration

The Directorates collaborates with the legal units in the area of litigations involving students of the Polytechnic.

**12. Directorate of Student Industrial Work Experience Scheme (SIWES):** SIWES was designed by the Industrial Training Fund (ITF) in Nigeria to provide students with practical work experience in their chosen fields. Kogi State Polytechnic SIWES unit started in 1995 with a coordinator, and upgraded to Directorate on 4th January, 2024. The Directorate is headed by the Director and supported by coordinators from each of the participating Departments.

**13. Directorate of Information Technology and Resource Centre (DITRC):** This was upgraded to a Directorate on May, 2020. The Directorate is charged with the responsibilities of facilitating the conduct of Computer Based Tests (CBT), harmonising and fortifying the admission process, checking on fraud and avoiding financial leakage in the system and strategising for effective deployment of internet services in the Polytechnic.

The Directorate has assisted in promoting the e-governance vision of the administration, most especially, in the conduct of examinations involving large number of students, in tracking online payment receipts of the Polytechnic, especially payment by students, and providing virtual and technical supports at meetings, conferences and seminars. The restructuring of the DITRC has also virtually eliminated revenue leakages in the Polytechnic.

**14. Directorate of Sports:** The Directorate of Sport was carved out of the existing Directorate of Student Services in the year 2020. This was because sport was considered as an integral part of learning which produces a total man in both academic exploits and physical talent. A Director of Sports was appointed with the mandate of ensuring that the Polytechnic attains pre-eminence in the world of sports. The mandates include:

- (i) Develop student's sports talents.
- (ii) Ensure effective administration and organization of sporting events.
- (iii) Concentrate on physical education, sports and entertainment in the Polytechnic.
- (iv) Attract sponsorship of sporting events by corporate bodies.

The Directorate has successfully organised the Rector's Cup competition for various sporting events annually over the past three years.

**15. Directorate of Advancement, Support and Linkages:** The Directorate was established on the 2<sup>nd</sup> of July, 2020. It was established to maintain relationship with the Alumni Association of the Polytechnic, monitor the activities and progress of the Alumni Association and report to the Management from time to time, establish and maintain contact with high net-worth individuals and organisation for partnership with the Polytechnic, initiate and maintain linkages with donor agencies to attract donations for infrastructural development and organise endowment lectures and other development-based gathering from time to time.

**16. Directorate of Legal Services:** The legal unit was established in 2020 and upgraded to a full Directorate on 4th January, 2020. The Directorate of Legal Services was established with the mandate of acting as counsel to the Polytechnic in matters of agreement or signing of Memoranda of Understanding (MoU), providing legal advice as might be required by either the Management or Governing Council or any other statutory organ of the Polytechnic, and

collaborating with the Polytechnic's External Solicitor for a more robust prosecution or defence of cases involving the Polytechnic.

The Directorate has assisted the Polytechnic to minimise cost of litigations, and has been of great help in the drafting of memos that have significant legal consequences.

**17. Directorate of Quality Assurance:** The Directorate of Quality Assurance was established by the Governing Council on 4th January, 2024. The Directorate is saddled with the responsibilities of monitoring teaching, examination and supervision of students in line with the NBTE minimum benchmark to attain academic excellence and quality service delivery. The Directorate also has the mandate of advising Management on all Quality Assurance matters for the overall academic development and excellence in the institution.

**18. Directorate of Physical Planning and Development:** The Directorate of Physical Planning and Development was established by the Governing Council on 4th January, 2024. The Directorate was created and mandated to prepare the Polytechnic Masterplan, update the Polytechnic Masterplan, plan the Polytechnic's Physical Infrastructures, oversee the physical development of the Polytechnic with strict adherence to the approved masterplan, and coordinate the activities of construction service providers, among others.

**19. Directorate of Academic Planning:** The Directorate of Academic Planning (formerly referred to as Academic Planning Unit), came into existence in Kogi State Polytechnic in 1998. It currently has a staff strength of twelve (12). The Directorate was transformed from the Academic Planning Unit in 2023 in response to the need of the Polytechnic to coordinate and streamline the academic policy matters as well as the academic activities of the Polytechnic in order to monitor the growth and development of the entire academic programme.

The Directorate is charged with the responsibility of collection of staff and student data, management of the Polytechnic facilities and the Accreditation of Programmes in accordance with the National Board for Technical Education (NBTE) Regulations.

The Directorate is also saddled with the responsibility of putting in place Management structure, statutory functions of teaching, training, research and development as allowed by the Tertiary Education Trust Fund (TETFund).

The Directorate is headed by a Director who is directly responsible to the Rector for the day-to-day administration of the Directorate.

**20. The Directorate of Career Service Center :** Career Service Centre in Kogi State Polytechnic was established in May 2024 in line with directive by Tertiary Education Trust Fund (Tetfund). The centre is expected to perform the following functions.



1. provide one on one guidance to students and alumni to help them explore career options, set career goals and development action plans.
2. Administer career assessment to help staff and students identify their interests, strength, value and explore potential career paths.
3. Organise workshops to help students develop essential career skills such as communication, teamwork, leadership and problems solving
4. Organise workshops, seminars, career fairs for staff to develop professional skills.
5. Advise management on career centre.

**21. Kogi Poly Consult (Nigeria) Limited:** Kogi Poly Consult (Nigeria) Limited is a private limited company established by the Kogi State Polytechnic, Lokoja. The company was incorporated on 3<sup>rd</sup> June, 2003 by Corporate Affairs Commission in accordance with the provisions of the Companies and Allied Matters Act of 1990 (as amended). It is a company limited by shares with an initial ordinary share capital of ₦5,000,000.00 at ₦1.00 each.

Kogi Poly Consult has different managers for various lines of business activities, such as; factory manager, training manager, project manager etc. It is headed by a Director / General Manager for the overall day-to-day activities who is directly responsible to the Rector. Particularly, it was to ensure that the Polytechnic has a company that can manage contracts and other business endeavours within and outside the Polytechnic, including TETFUND projects so that, profit generated from such ventures may be ploughed back into the Polytechnic purse, thereby expanding their revenue base.

In order to achieve its objectives, the memorandum and the article of Association empower Kogi Poly Consults to carryout construction, building, repairs, contracts, supplies, agriculture, food and drinks processing, manufacturing and other business activities in diverse fields in order to achieve its mandate of revenue generation. Currently, Kogi Poly Consult carries out the following operational activities:

**Kogi Poly Consult Water Factory:** The Polytechnic water factory currently has production capacity to produce quality, safe and hygienic table (sachet) water for consumption both within and outside the Polytechnic community. The factory is certified by National Agency for Food Administration and Control (NAFDAC).

**Agency Banking:** Agency banking is a new unit under Kogi Poly Consult. The Agent partners with Zenith Bank Plc in rendering banking services to students, staff and the community outside the campus. It serves the people in providing services like issuance of ATM cards, cash withdrawal

and deposit, cash transfer, account opening, etc.

**Management of Business Centre and Campus Shuttle:** The student business centre is a specially designated area on campus where business activities are officially permitted to take place for staff, students, business shop owners, and outsider for patronage. The regulations of business activities and administration of rent collection are part of sole responsibilities of Kogi Poly Consult Management.

In like manner, administration and regulations of campus shuttle by Keke riders to aid transportation for staff and students within campus are key responsibilities of Kogi Poly Consult Management

**22. Kogi Poly Ventures:** was established on 29th January, 2025 to further explore the business opportunities on the campuses of Kogi State Polytechnic in conjunction with the existing Kogi Poly Consult Ltd..

### III. REGISTRY DEPARTMENT

The Registry is the administrative arm of the Polytechnic. It has been in operations under the Registrar since the establishment of the Polytechnic. It is divided into units as follows:

1. **Senior Staff Establishment:** This has the responsibilities of keeping record of recruitment of senior staff, keep records of memos, issuing appointment letters, keeping nominal rolls, and issuing memos and letters to senior members of staff as may be directed from time to time, keeping, maintaining and filing records of staff;
2. **Junior Staff Establishment:** Takes charge of activities and documents involving junior members of staff similar to those outlined for Senior Establishment;
3. **Records Unit:** Manages the academic records of students drawn from various schools and programmes. The records include student files and results, which are processed for transcripts on demands;
4. **Admission Office:** Manages the entire admission process, including the review of applications for admission, verification of credentials and conduct of entrance examination, as the case may be.
5. **Academic Board Secretariat:** This was established in 2021, and charged with taking minutes of Academic Board Meetings, Collating and forwarding of approved list of external examiners to the Academic Board, processing of reports of examination misconduct committee and other duties assigned by Management
6. **Examination Office:** The Unit has the mandate to issue statement of results, provide secretariat for the Result Verification Committee of the Academic Board and sorting and distributing approved results to designated offices

7. **Certificate Office:** The office takes charge of preparation and issuing of certificate to graduands, verification of authenticity of certificates and keeping of proforma for all certificates
8. **Information Processing Unit:** The unit was created in 2022, and it is charged with taking inventory of all equipment in all units in the Polytechnic, including official vehicles (serviceable and unserviceable), buildings (completed and uncompleted) and collation of staff disposition in all sections and units.
9. **Pension Office:** This was put in place in 2021 and mandated to notify officers due for retirement, prepare records of service of retiring officers, and forward files of retiring officers to Pension Board for payment of their benefits
10. **General Administration:** This has the mandate of supervising cleaners and assist in the implementation of approved staff welfare provisions.

## **IV. BURSARY DEPARTMENT**

### **Introduction**

The Bursary Department which was established from inception is responsible for all issues pertaining to management of the Polytechnic's finance as may be issued and directed by the Polytechnic's Management; in accordance with Financial Regulations and polytechnic's Scheme of Service.

The department is headed by a Bursar.

### **Mandate/Function:**

Formulation and preparation of the annual internal budget of the Polytechnic and defend same with Finance and General Purposes Committee of Council, Ministry of Finance, Budget and Economic Planning and the State House of Assembly. Other functions are;

1. Preparation of monthly emoluments and overhead to office of the Accountant General and Auditor General of the State.
2. Preparation of Quarterly Financial Report to Council.
3. Collection of all revenue accruable to the Polytechnic via Treasury Single Account (TSA).
4. Remittance of taxes to Federal Inland Revenue Services and the Kogi State Internal Revenue Services.
5. Preparation of Accounting report on Tertiary Education Trust Fund (TetFund).
6. Maintenance of Book of Accounts and approved Bank Accounts.
7. Monthly update of cash book and reconciliation of Bank Statements.
8. Preparation of Annual Financial Statements.
9. Payment for projects/contracts executed and services rendered (Overhead and Capital).
10. Maintenance of stores and store records.
11. Preparation and submission of monthly Internally Generated Revenue (IGR) report to Kogi

State Internal Revenue Service (KGIRS).

12. Quarterly revenue and expenditure report to the office of Accountant General, and Ministry of Finance, Budget and Economic Planning, and State Auditor General.

### **Divisions and Units of the Bursary Department**

The Bursary department is divided into three [3] functional areas which are further subdivided into units with each unit being headed by a Chief Accountant. The functional areas are Finance, Operations and Strategic business.

#### **1. Finance**

Financial Management has been defined as the planning, organizing, directing and controlling the financial activities of an organization. Financial management therefore implies the application of general management principles to the financial resources of the Polytechnic.

Financial Management takes source information from the book-keeping system to determine fund position resulting from the organization's activities. The Division currently comprises of the following:

- a. Payroll Unit: The unit is saddled with preparation of monthly emoluments to the office of the Accountant General and Auditor General of the State.
- b. Treasury [cash] Unit: This unit primarily processes approved payments to the beneficiaries. The unit also prepares quarterly Financial Report to Council., collection of all revenue accrueable to the Polytechnic via Treasury Single Account (TSA), Remittance of taxes to Federal Inland Revenue Services and Kogi State Internal Revenue Services (KGIRS)
- c. Main Store Unit : This unit is responsible for maintenance of stores and store records, coding of assets and taking charge of inventories and disbursement of stationery requisition.
- d. Electronic Data Processing Unit : This unit handles posting of financial transactions and preparation of financial report according to budgetary codes.

#### **2. Operation**

Operation deals with all the information that helps in decision making process i.e. planning and controlling of financial activities. The division comprises of:

- a. Expenditure Control Unit: This unit maintain votebook and prepare payment vouchers.
- b. Student Account Unit: This unit is in-charge of student payment clearance such as school fees, and carryover related fees.
- c. Budget and Planning Unit : This unit handles formulation and preparation of annual internal budget of the Polytechnic and defend same with Finance and General Purpose

Committee of the Council, Ministry of Finance, Budget and Economic Planning, and the State House of Assembly.

- d. Loan and Advances Unit: This unit ensures prompt and timely retirement of cash advances.
- e. Final Account Unit : This unit maintain Book of Accounts and Bank Statements, monthly update of cash book and reconciliation of Bank Statement, and preparation and submission of monthly Internally Generated Revenue (IGR).
- f. Tetfund Unit : This unit handles preparation of Accounting report on Tertiary Education Trust Fund (TETFUND), and payments for projects/Contracts executed

### **3. Strategic Business Unit**

Strategic Business Unit Comprises of the following in the Polytechnic;

- a. Part-Time Unit : The unit handles accurate records and financial transaction of the unit.
- b. Poly Consult: Bursary staff in Poly Consult handle book keeping and accounting functions to ensure adequate record keeping.
- c. The Polytechnic Staff School: Bursary staff provide accounting services to ensure proper account records keeping in the staff school

## **V. POLYTECHNIC LIBRARY**

Polytechnic library commenced services at the inception of the institution in 1993. It has the following sections:

- 1. Administrative Section:** is responsible for the day to day administration of the library.
- 2. Readers' Services Section:** is charged with the responsibility of registering users of the library, shelving of materials processed by cataloguing and classifications units, organise and control the use of library materials, charging and discharging of library resources.
- 3. Resource Development:** is responsible for selection, evaluation, acquisition, stock revision, weeding and user assessment.
- 4. Resource Processing:** is charged with responsibilities of bibliographic description and classification of library materials.
- 5. E-Resources:** is charged with acquiring and managing digital repositories, electronic resources and library management system

The Library relates with other Units in the Polytechnic as follows:

- 1. Research Collaboration:** The librarians collaborate with schools and departments on

research projects, providing expertise on information discovery and management.

2. **Curriculum Support:** The Library work with academic departments to develop collections and services that support the curriculum
3. **Information Literacy Instruction:** Librarians teach information literacy skills to students in academic department.
4. **Student Outreach:** Librarians work with Directorate of Students Services to create awareness on the use of library.
5. **Accreditation of Programmes:** Librarians collaborate with departments to ensure the success of accreditation.

The library has diverse and up-to-date materials that are relevant to the academic programmes offered by the Polytechnic. It provides access to wide range of electronic resources like e-book, e-journals etc. The library has alternative source of power that is always constant.

The library is, however, faced with challenges such as funding, inadequate academic librarians especially in the middle cadre (Librarian II, II and Senior Librarian), lack of sustainable internet connectivity, lack of multi-media facilities for e-library and inadequate computer system in e-library. In spite of the challenges, the prospect of the library and its units is bright, as it continues to evolve in response to technological advancements, changing user needs and global trends in education and research.

## VI. WORKS AND SERVICES DEPARTMENT

The Works and Services Department of Kogi State Polytechnic is as Old as the Polytechnic itself. It maintains physical infrastructures of the Polytechnic and provides essential services. Its overall mandate is the provision of utilities to support teaching, research, learning and administration of the Polytechnic.

The department handles direct labour projects which are mainly maintenance in nature. It specifically handles infrastructure such as offices, laboratories/workshops, lecture halls/class rooms, official residences, roads and drainages and electrical and mechanical servicing of generators, tractors and other equipment

The maintenance works are done by the various units in the Works and Services Department. The Units are:

- 1) **Civil/Building Unit:** The unit is responsible for all maintenance jobs involving Carpentry,



Plumbing, Masonry and Painting

- 2) **Electrical Unit:** This unit is responsible for all maintenance jobs involving electrical system in the Polytechnic.
- 3) **Mechanical Unit:** This unit is responsible for maintenance involving diesel/petrol engine generators, heavy/light duty vehicles, welding, refrigerator and Air-Conditioning System, Panel beating Works and Auto-Electrical Works.
- 4) **Parks and Garden:** responsible for the maintenance of all landscaping jobs in the Polytechnic.
- 5) **Water Plumbing Unit:** responsible for supply of water, reticulation and other maintenance related to water supply on the campuses.

**Table 19. SCHOOLS, DEPARTMENTS AND PROGRAMMES**

**1. School of Agricultural Technology**

The School was established in 2022, and it has the following Departments and programmes

S/N	Department	Programme
1	Animal Health and Production Technology	1. ND Animal Health and Production Technology
2	Agricultural Technology	1. ND Agricultural Technology
3	Horticultural Technology	1. ND Horticultural Technology

**2. School of Applied Sciences**

The School has been in existence since the establishment of the Polytechnic. It has the following Departments and programmes

S/N	Departments	Programmes
1	Science Laboratory Technology	1. ND Science Laboratory Technology
		2. HND Science Laboratory Technology (Biochemistry Option)
		3. HND Science Laboratory Technology (Microbiology Option)
		4. HND Science Laboratory Technology (Chemistry Option)
		5. HND Science Laboratory Technology (Environmental Biology Option)

2	Statistics	1. ND Statistics
		2. HND Statistics
3	Computer Science	1. ND Computer Science
		2. HND Computer Science (Networking and Cloud Computing Option)
		3. HND Computer Science (Software and Web Development Option)
<b>3. School of Art, Design and Printing</b>		
	<b>Departments</b>	<b>Programmes</b>
1	Fine Art	1. ND Art and Design
		2. HND Fine Art (with Option in Painting)
		3. HND Fine Art (with option in Sculpture)
2	Industrial Design	1. HND Industrial Design (with Option in Ceramics)
		2. HND Industrial Design (with Option in Graphics)
		3. HND Industrial Design (with Option in Textiles)
3	Printing Technology	1. ND Printing Technology
4	Fashion and Clothing Technology	1. ND Fashion and Clothing Technology
<b>4. School of Engineering Technology</b>		
<b>S/N</b>	<b>Departments</b>	<b>Programmes</b>
1	Agricultural and Bio-Environmental Engineering Technology	1. ND Agricultural and Bio-Environmental Engineering Technology
2	Civil Engineering Technology	1. ND Civil Engineering Technology 2. HND Civil Engineering Technology

<b>3</b>	Computer Engineering Technology	1. ND Computer Engineering Technology
<b>4</b>	Electrical/Electronic Engineering Technology	1. ND Electrical/Electronic Engineering Technology 2. HND Electrical/Electronic Engineering Technology (Power and Machine Option) 3. HND Electrical/Electronic Engineering Technology (Electronic and Telecommunications Option)
<b>5</b>	Foundry Engineering Technology	1. ND Foundry Engineering Technology
<b>6</b>	Mechanical Engineering Technology	1. ND Mechanical Engineering Technology
		2. HND Mechanical Engineering Technology
<b>7</b>	Mechatronics Engineering Technology	1. ND Mechatronics Engineering Technology
<b>8</b>	Metallurgical and Materials Engineering Technology	1. ND Metallurgical and Materials Engineering Technology 2. HND Metallurgical and Materials Engineering Technology

<b>9</b>	Mineral and Petroleum Resources Engineering Technology	1. ND Mineral and Petroleum Resources Engineering Technology 2. HND Mineral and Petroleum Resources Engineering Technology (Geological Option) 3. HND Mineral and Petroleum Resources Engineering Technology (Mining Option) 4. HND Mineral and Petroleum Resources Engineering Technology (Mineral Processing Option)
<b>5. School of Environmental Technology</b>		
<b>S/N</b>	<b>Departments</b>	<b>Programmes</b>
<b>1</b>	Architectural Technology	1. ND Architectural Technology
		2. HND Architectural Technology
<b>2</b>	Building Technology	1. ND Building Technology
		2. HND Building Technology
<b>3</b>	Surveying and Geo-Informatics	1. ND Surveying and Geo-Informatics
		2. HND Surveying and Geo-Informatics
<b>4</b>	Urban and Regional Planning	1. ND Urban and Regional Planning
		2. HND Urban and Regional Planning
<b>6. School of General and Communication Studies</b>		
<b>S/N</b>	<b>Departments</b>	<b>Programmes</b>
1	Language and Communication	1. General Studies
2	Mass Communication	1. ND Mass Communication
3	Social Sciences and Humanities	1. General Studies

## 7. School of Management Studies

S/N	Departments	Programmes
1	Accoutancy	1. ND Accoutancy
		2. HND Accoutancy
2	Business Administration & Management	1. ND Business Administration & Management
		2. HND Business Administration & Management
3	Library and Information Science	1. ND Library and Information Science
		2. HND Library and Information Science
4	Office Technology and Management	1. ND Office Technology and Management
		2. HND Office Technology and Management
5	Public Administration	1. ND Public Administration
		2. HND Public Administration

## 8. School of Part-Time and Vocational Studies

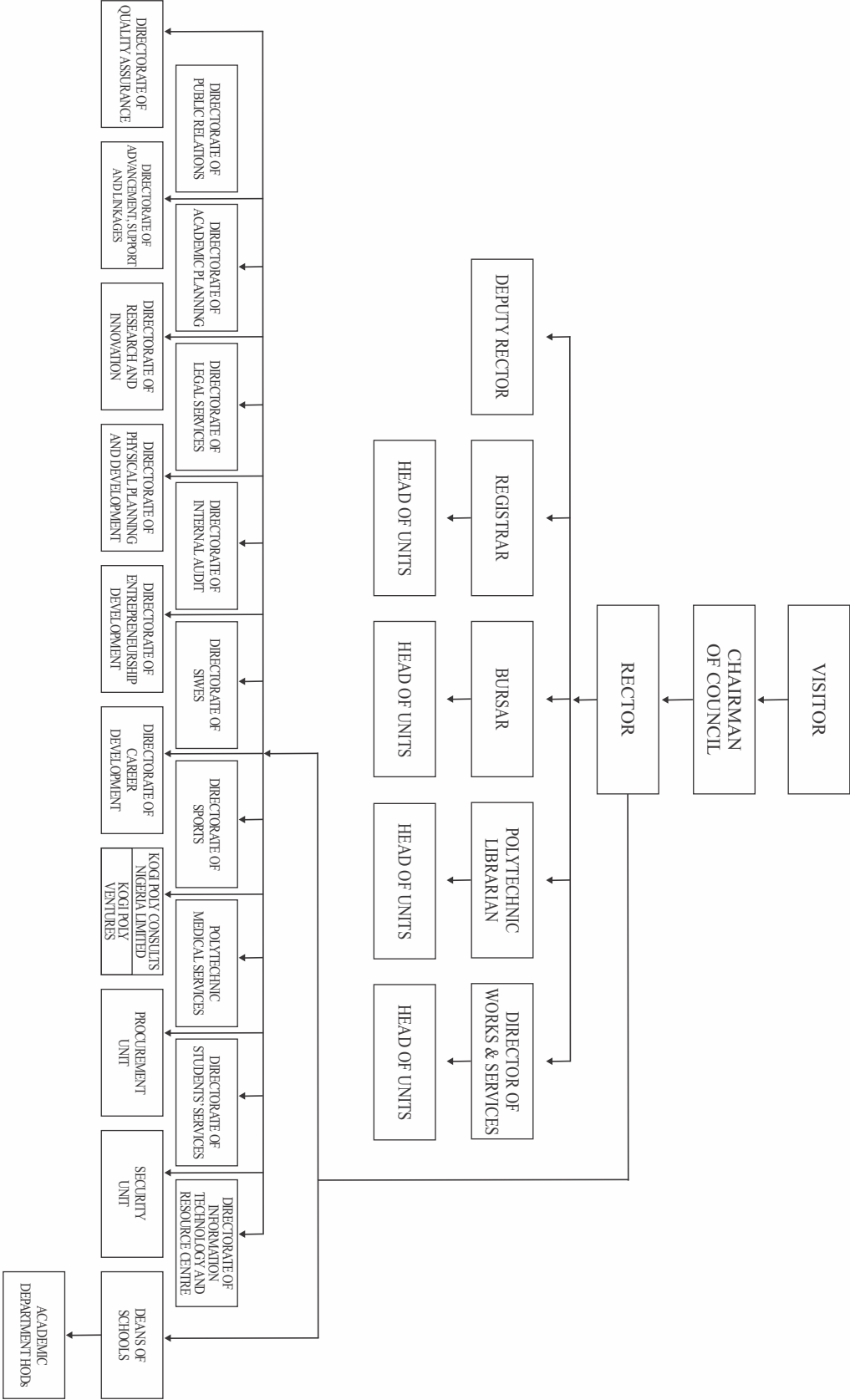
S/N	Department	Programmes
1.	Part-Time	1. ND Accoutancy
		2. HND Accoutancy
		1. ND Business Administration & Management
		2. HND Business Administration & Management
		1. ND Library and Information Science
		2. HND Library and Information Science
		1. ND Office Technology and Management
		2. HND Office Technology and Management
		1. ND Public Administration
		2. HND Public Administration
		1. Diploma in Law
		1. ND Computer Science
		2. HND Computer Science

## 9. School of Preliminary Studies

S/N	Department	Programme
1	Sciences	1. Interim Joint Matriculation Board Examination (IJMBE)
2	Arts and Social Sciences	2. Interim Joint Matriculation Board Examination (IJMBE)



# ORGANOGRAM OF KOGI STATE POLYTECHNIC, LOKOJA



The Organogram of Kogi State Polytechnic, Lokoja

## CHAPTER FOUR

### ENVIRONMENTAL SCAN

Environmental Scan refers to a strategic tool used to assess internal and external factors that can impact an organisation. It helps the Polytechnic identify opportunities, challenges, and areas for improvement to make informed decisions. Kogi State Polytechnic's environment was scanned to identify the influences that are relevant to its operations, that of the educational sector of the State in particular and that of the nation as a whole.

The scan involved broad area of internal analysis of the institution, which revealed its strengths and weaknesses, and external analysis which identified its opportunities and threats. A profile of the strengths, weaknesses, opportunities and threats was then generated by the means of Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. The socio-political economy of the environment, including the impact of regulatory bodies, was also scanned.

#### **Internal Analysis and Position Assessment**

The following vital statistics were obtained from the relevant organs of the institution in order to situate its current status and position.

##### ***(i) Student Population***

From an initial intake of Eight Hundred and Forty (840) students in 1992. The students' population rose to Fourteen Thousand Three Hundred and Thirty-Eight (14,338) in the 2024/2025 session.

The distribution of students on the basis of programme and nature of study is shown in the Tables 20 and 21.

**Table 20: Students' Population (2024/2025 session)**

TOTAL NO OF STUDENTS	ND (%)	HND (%)	ND (%)	HND	PRELIMINARY (%)
	FULL-TIME	FULL-TIME	PART-TIME	PART-TIME	IJMBE
14,338	8339	5650	169	112	68
100.00%	58.16%	39.41%	1.18%	0.78%	0.47%

**Table 21: Distribution of students into Programmes (2024/2025) session**

NATURE OF PROGRAMME	NUMBERS ENROLLED 2023/2024
IJMB	68
ND	8339
HND	5650
Part-time	281
Total	14338

***(ii) Staff Population***

The Polytechnic started in 1992 with a staff population of seventy (70). As at year 2024, the total number of staff, both teaching and non-teaching, has risen to One Thousand, Nine hundred and Twenty-Four (1,924). The academic staff component is Seven Hundred and Fifty (750), while the non-teaching is One Thousand One hundred and Seventy-Four (1,174). The staff strength is also classified according to their area of specialisation as reflected in Table 20.

**Table 22: Staff Strength of Kogi State Polytechnic (Academic and Non-Academic, with further classification according to specialization)**

DIVISION	CLASSIFICATION	NO OF STAFF	PERCENTAGE OF TOTAL
Academics	Principal Officer	6	0.31%
Academics	Lecturer	559	29.05%
Academics	Librarian	14	0.73%
Academics	Instructor	83	4.31%
Academics	Technologist	88	4.57%
<b>Academics Total</b>		<b>750</b>	<b>38.98%</b>
Non-Academics	Administrative	573	29.78%
Non-Academics	Bursary	145	7.54%
Non-Academics	Cleaners	61	3.17%
Non-Academics	Internal Auditor	6	0.31%
Non-Academics	Library Officers	24	1.25%
Non-Academics	Medical staff	39	2.03%

Non-Academics	Program System Analyst	31	1.61%
Non-Academics	Security	157	8.16%
Non-Academics	Technician	70	3.64%
Non-Academics	Works & Services	68	3.53%
<b>Non-Academics Total</b>		<b>1174</b>	<b>61.02%</b>
	<b>Grand Total</b>	<b>1924</b>	<b>100.00%</b>

***(iii) Gender Representation***

Female staff represents 30.25% of the total staff population while male represent 69.75%. The institution continues to make conscious effort to increase the percentage in every successive year so as to achieve gender balance through affirmative action.

**Table 23: Gender Composition of Staff Strength of Kogi State Polytechnic**

<b>Gender</b>	<b>No of Staff</b>	<b>Percentage</b>
F	582	30.25%
M	1342	69.75%
<b>Grand Total</b>	<b>1924</b>	<b>100.00%</b>

***(iv) Academic Status & Rating***

At inception, the institution started with twenty-one (21) programmes. The programme strength stands at Fifty-Seven (57) by 2024/2025 session. These include the National, Higher National Diploma (Full and Part-Time) and IJMBE programmes. (Table 22 ). All these programmes have been accredited or had their resource inspection carried out by the National Board for Technical Education (NBTE), the Interim Joint Matriculation Board (IJMB) and relevant Professional Bodies.

**Table 24: List of Academic Programmes 2023/2024 Academic Session**

S/N	Programme	School	Level	Year of Commencement	Campus	Year of Last Accreditation	Accreditation Status
1	Agricultural Technology	Agricultural Technology	ND	2022	Itakpe	2024	Full
2	Animal Health and Production Technology	Agricultural Technology	ND	2022	Itakpe	2024	Full
3	Horticultural Technology	Agricultural Technology	ND	2022	Itakpe	2024	Full
4	Science Laboratory Technology with Option in Biochemistry	Applied Sciences	HND	2007	Lokoja	2022	Full
5	Science Laboratory Technology with Option in Chemistry	Applied Sciences	HND	2007	Lokoja	2022	Full
6	Computer Science	Applied Sciences	ND	2004	Lokoja	2022	Full
7	Science Laboratory Technology with Option in Environmental Biology	Applied Sciences	HND	2007	Lokoja	2022	Full
8	Science Laboratory Technology with Option in Microbiology	Applied Sciences	HND	2022	Lokoja	2024	Full
9	Computer Science with Option Networking and Cloud Computing	Applied Sciences	HND	2024	Lokoja	2024	Approved to commence

10	Science Laboratory Technology	Applied Sciences	ND	1993	Lokoja	2022	Full
11	Computer Science with Option Software and Web Development	Applied Sciences	HND	2024	Lokoja	2024	Approved to commence
12	Statistics	Applied Sciences	ND	1992	Lokoja	2022	Full
13	Statistics	Applied Sciences	HND	2004	Lokoja	2022	Full
14	Art, Design and Printing	Art, Design and Printing	ND	1992	Lokoja	2022	Full
15	Fashion Design and Clothing Technology	Art, Design and Printing	ND	2024	Lokoja	2024	Resource Inspection
16	Fine Art with Option in Painting	Art, Design and Printing	HND	2007	Lokoja	2022	Full
17	Fine Art with option in Sculpture	Art, Design and Printing	HND	2007	Lokoja	2022	Full
18	Industrial Design with Option in Ceramics	Art, Design and Printing	HND	2007	Lokoja	2022	Full
19	Industrial Design with Option in Graphics	Art, Design and Printing	HND	2007	Lokoja	2022	Full
20	Industrial Design with Option in Textiles	Art, Design and Printing	HND	2007	Lokoja	2022	Full
21	Printing Technology	Art, Design and Printing	ND	2024	Lokoja	2024	Resource Inspection



22	Agricultural and Bio-Environmental Engineering Technology	Engineering Technology	ND	2022	Itakpe	2024	Full
23	Civil Engineering Technology	Engineering Technology	ND	2009	Itakpe	2022	Full
24	Civil Engineering Technology	Engineering Technology	HND	2023	Itakpe	2024	Resource Inspection
25	Computer Engineering Technology	Engineering Technology	ND	2022	Itakpe	2024	Full
26	Electrical/Electronic Engineering Technology	Engineering Technology	ND	2009	Itakpe	2022	Full
27	Electrical/Electronic Engineering Technology - (Electronics and Telecommunication Option)	Engineering Technology	HND	2022	Itakpe	2024	Full
28	Electrical/Electronic Engineering Technology - (Power and Machine Option)	Engineering Technology	HND	2022	Itakpe	2024	Full
29	Foundry Engineering Technology	Engineering Technology	ND	2009	Itakpe	2022	Full
30	Mechanical Engineering Technology	Engineering Technology	ND	2009	Itakpe	2022	Full
31	Mechanical Engineering Technology (Manufacturing Option)	Engineering Technology	HND	2024	Itakpe	2024	Resource Inspection

32	Mechatronics Engineering Technology	Engineering Technology	ND	2022	Itakpe	2024	Full
33	Metallurgical and Materials Engineering Technology	Engineering Technology	ND	1994	Itakpe	2022	Full
34	Metallurgical and Materials Engineering Technology	Engineering Technology	HND	1999	Itakpe	2022	Full
35	Mineral and Petroleum Resources Engineering Technology	Engineering Technology	ND	1994	Itakpe	2022	Full
36	Mineral and Petroleum Resources Engineering Technology (Geological Option)	Engineering Technology	HND	2009	Itakpe	2022	Full
37	Mineral and Petroleum Resources Engineering Technology (Mineral Processing Option)	Engineering Technology	HND	2009	Itakpe	2022	Full
38	Mineral and Petroleum Resources Engineering Technology (Mining Option)	Engineering Technology	HND	1998	Itakpe	2022	Full
39	Architectural Technology	Environmental Technology	ND	2009	Lokoja	2024	Full

40	Architectural Technology	Environmental Technology	HND	2024	Lokoja	2024	Resource Inspection
41	Building Technology	Environmental Technology	ND	2009	Lokoja	2024	Full
42	Building Technology	Environmental Technology	HND	2024	Lokoja	2024	Resource Inspection
43	Surveying and Geo-Informatics	Environmental Technology	ND	2009	Lokoja	2024	Full
44	Surveying and Geo-Informatics	Environmental Technology	HND	2024	Lokoja	2024	Resource Inspection
45	Urban and Regional Planning	Environmental Technology	ND	2009	Lokoja	2022	Full
46	Urban and Regional Planning	Environmental Technology	HND	2012	Lokoja	2024	Full
47	Mass Communication	General and Communication Studies	ND	2024	Lokoja	2024	Resource Inspection
48	Accountancy	Management Studies	ND	1993	Lokoja	2024	Full
49	Accountancy	Management Studies	HND	2000	Lokoja	2024	Full
50	Business Administration and Management	Management Studies	ND	1993	Lokoja	2024	Full
51	Business Administration and Management	Management Studies	HND	2000	Lokoja	2024	Full
52	Library and Information Science	Management Studies	ND	2009	Lokoja	2024	Full

53	Library and Information Science	Management Studies	HND	2012	Lokoja	2024	Full
54	Office Technology and Management	Management Studies	ND	1993	Lokoja	2022	Full
55	Office Technology and Management	Management Studies	HND	2004	Lokoja	2022	Full
56	Public Administration	Management Studies	ND	1993	Lokoja	2024	Full
57	Public Administration	Management Studies	HND	2000	Lokoja	2024	Full

***(v) Institutional Accreditation***

In the year 2024, the Polytechnic was also visited by the National Board for Technical Education (NBTE) for Institutional Accreditation. We recorded success from the exercise and the result is to last for a five (5) year period.

***(vi) Infrastructure***

The infrastructural facilities on both campuses have been tremendously expanded to meet the needs of an institution aspiring for a world-class standard. Additional buildings have been added to the structures inherited from the defunct Lokoja Teachers College. These new structures include administrative office complex, laboratories, classrooms, lecture theatres, sporting facilities, Information and Communication Technology (ICT) buildings, Commuter Based Test (CBT) Centre Extension, etc. All these have been put in place in order to meet the ever-increasing carrying-capacity requirement of the institution, and to provide the required conducive learning environment. At the same time, beautification efforts are sustained with greater vigour. Infrastructural developmental projects are currently on-going, including, new academic offices, classrooms, lecture theatres and auditorium.

***(vii) Socio-Political, Economic and Regulatory Environment***

- i. The Institution has been operating under the general socio-political and economic environment of the country. The rule of law, transparency and accountability of the government (the proprietor) has been a major positive influence, as it has impacted on the conduct of affairs in the management of staff and students.
- ii. The economic environment, particularly inflationary trend also has a major effect on the well-being of students. While the inflation rate is volatile, it is noteworthy that it has not had serious negative effect on the performance of the institution.
- iii. The centralisation of admissions through the creation of Unified Tertiary Matriculation Examination (UTME) by the Joint Admissions and Matriculation Board (JAMB) was a major development which has impacted on the Institution. This has made JAMB to exercise some measure of central control on admission process and standardization in the Polytechnic.
- iv. The National Board for Technical Education (NBTE), has continued to play its regulatory role, in line with its core mandate in the areas of supervision for quality technical education, and its quality assurance control through resources inspection, approval and accreditation of courses/programmes in the Polytechnic.
- v. The Kogi State Polytechnic is committed to compliance with the requirements of NBTE as stipulated from time to time.

Another emerging feature is the increasing role of professional bodies in the quality assurance of programme related to the respective professions. Their roles have been complementary, and they will continue to *be* partners in ensuring desired quality in technical education.

**Table 25: List of Professional Bodies**

S/N	NAME OF PROFESSIONAL BODIES	ACRONYM
1	African Council of Communication Education	ACCE
2	Agricultural Extension Society of Nigeria	AESON
3	Agricultural Society of Nigeria	ASN
4	Architects Registration Council of Nigeria	ARCON

5	Association of Business Educators of Nigeria	ABEN
6	Association of National Accountants of Nigeria	ANAN
7	Association of Nigerian Authors	ANA
8	Biotechnology Society of Nigeria	BSN
9	Chartered Institute of Finance and Investment Analyst of Nigeria	CIFIFAN
10	Chartered Institute of Personnel Management of Nigeria	CIPM
11	Chartered Institute of Statisticians of Nigeria	CISON
12	Chartered Institute of Taxation of Nigeria	CITN
13	Chemical Society of Nigeria	CSN
14	Computer Professional Registration Council of Nigeria	CPN
15	Council for the Regulation of Engineering in Nigeria	COREN
16	Council of Registered Builders of Nigeria	CORBON
17	Crop Science Society of Nigeria	CSSP
18	Historical Society of Nigeria	HSN
19	Horticultural Society of Nigeria	Hortson
20	Institute of Chartered Accountants of Nigeria	ICAN
21	Institute of Chartered Chemists of Nigeria	ICCON
22	Librarians Registration Council of Nigeria	LRCN
23	Linguistic Society of Nigeria,	LSN
24	Nigeria Bar Association	NBA
25	Nigeria Computer Society	NCS
26	Nigeria Institute of Management	NIM
27	Nigeria Institution of Builders	NIOB
28	Nigeria Society for Experimental Biology	NISEB
29	Nigeria Society of Animal Health and Production	NSAP
30	Nigerian Association of Agricultural Economists	NAEES
31	Nigerian Institute of Public Management	NIPM
32	Nigerian Institute of Public Relations	NIPR
33	Nigerian Institute of Science Laboratory Technology	NISLT
34	Nigerian Institute of Town Planners	NITP
35	Nigerian Library Association	NLA



36	Nigerian Mathematical Society	NMS
37	Nigerian Society for Microbiology	NSM
38	Nigerian Society of Biochemistry and Molecular Biology	NSBMB
39	Nigerian Society of Engineers	NSE
40	Nigerian Statistical Association	NSA
41	Pragmatics Association of Nigeria	PrAN
42	Professional Statisticians Society of Nigeria	PSSN
43	Society of Nigerian Artists	SNA
44	Soil Science Society of Nigeria	SSSN
45	Surveyor Council of Nigeria	SURCON
46	Town Planners Registration Council of Nigeria	TOPREC
47	Rural Sociological Society of Nigeria	RUSAN
48	Society of Nigerian Artists	SNA
49	Astronomy Society of Nigeria	ASN
50	Nigerian Institute of Physics	NIP
51	Parasitology and Public Health Society of Nigeria	PPHSN

Funding and donor agencies, particularly TETFUND, NELFUND, NEEDS Assessment by Federal Ministry of Education, Hydroelectric Power Producing Areas Development Commission (HYPPADEC), IHS Towers have continued to play valuable roles, especially in the area of improving the infrastructure that is necessary for learning, teaching and conducive academic environment.

***(viii) Key Success Factors***

It is clear from the internal analysis and position assessment that the following are the critical success factors:

- (i) Efficient organisational stewardship that ensured prudent management of resources for human and capital development
- (ii) High quality leadership with clear and purposeful vision
- (iii) High quality human resources and student body
- (iv) Current and Effective curricular
- (v) Aggressive drive in the area of Internally Generated Revenue (IGR)
- (vi) Efficient information and communication technology access
- (vii) Peaceful and conducive environment and sustenance of industrial harmony
- (viii) Compliance and cooperation with the proprietor and regulatory bodies

## PICTURES OF SOME EXISTING PROJECTS BEFORE THE YEAR 2020



**POLYTECHNIC LIBRARY**



**SCHOOL OF MANAGEMENT STUDIES**

## **CHAPTER FIVE**

### **SITUATIONAL ANALYSIS**

Situational analysis is a critical component of a strategic plan, particularly for the Polytechnic. It involves assessing the internal and external factors that affect the institution's current and future performance. This analysis provides a comprehensive understanding of the Polytechnic's strengths, weaknesses, opportunities, and threats (SWOT), enabling informed decision-making for strategic initiatives.

#### **Key Components of Situational Analysis in the Polytechnic Strategic Plan**

##### **1. Internal Analysis**

This evaluates the Polytechnic's internal environment, including:

##### **a) Strengths:**

- i. Academic offerings: quality and relevance of programmes
- ii. Administrative efficiency
- iii. School expertise and experienced workforce
- iv. Existing infrastructure: conducive staff offices, laboratories, libraries and technology resources;
- v. Financial health: funding, revenue streams and healthy relationship with TETFUND
- vi. Institutional reputation: alumni success, strong vendors relationship and stakeholders' trust;
- vii. Improved security network and peaceful atmosphere on both campuses

##### **b) Weaknesses:**

- i. Gaps in curriculum alignment with industry needs
- ii. Limited research output or innovation
- iii. Challenges in enrollment and retention rates
- iv. Some aging facilities and challenges of maintenance
- v. Paucity of funds

## 2. External Analysis

This examines factors outside the Polytechnic that influence its operations and success:

### a) Opportunities:

- i. Regional demand for skilled technical professionals;
- ii. Partnerships with industries for training, internships, and job placements;
- iii. Access to government grants and international funding for education;
- iv. Advances in educational technology;
- v. Expansion into emerging fields like renewable energy, agricultural technology and Artificial Intelligence.

### b) Threats:

- i. Economic fluctuations affecting funding and enrolment
- ii. Competition from other institutions within Kogi State and neighboring states
- iii. Specific competitive inconvenience from the presence of Nigeria Korea Friendship Institute (NKFI), a vocational institute within Lokoja campus of the Polytechnic
- iv. Policy changes impacting education and vocational training
- v. Treasury Single Account (TSA) policy of the state government affecting funds availability for the Polytechnic's smooth operations
- vi. Technological disruption reducing demand for certain skill sets
- vii. Public perception challenges, undervaluing technical education leading to general decline in Polytechnic education enrolment
- viii. Land encroachment at the Itakpe campus
- ix. Erosion and landscaping challenges on both campuses
- x. Location of IJMB programme at Itakpe campus reducing enrolment level;
- xi. Absence of pedestrian overhead bridge on the highway in front of Lokoja campus resulting in frequent accidents.

### **3. Stakeholder Analysis**

Kogi State Polytechnic seriously engages key stakeholders to understand their needs, expectations, and influence on its future thus:

- i. Students, schools, and staff;
- ii. Industry partners and employers;
- iii. Government agencies and policymakers; and
- iv. Alumni and community members.

### **4. Market and Industry Trends**

Analyse trends in the labour market, technology and education to align the Polytechnic's goals with future demands thus:

- i. Growth sectors requiring skilled technicians;
- ii. Innovations in teaching methods (e.g., blended or online learning); and
- iii. Industry certifications and accreditations valued by employers.

### **5. Competitor Analysis**

Benchmark against similar institutions to identify areas for improvement or differentiation:

- i. Compare programme offerings, partnerships, and infrastructure; and
- ii. Assess unique selling points (e.g., niche programmes, international collaborations).

### **6. PEST Analysis**

PEST Analysis examines external macro-environmental factors that can influence the institution. It focuses on Political, Economic, Social, and Technological (PEST) factors. The components are:

1. Political Factors: Government policies, educational regulations, or political stability in the State. It is expected that government educational policies will be promoting technical education and vocational training, while reducing public institution's funding cuts;
2. Economic Factors: National and local economic conditions affecting the institution, such as Inflation rates, unemployment trends, and TETFUND allocations for state education institutions;
3. Social Factors: Demographics, cultural trends, and societal expectations. These include increasing demand for skill-based education or societal preference for digital learning; and
4. Technological Factors: Innovations and advancements in technology impacting education, such as adoption of e-learning platforms or need for modern laboratory equipment and the use of artificial intelligence.

## **CHAPTER SIX**

### **STRATEGIC GOALS AND OBJECTIVES**

#### **Strategic Goals and Objectives**

The objectives specify particular directions within the goal areas. The Polytechnic objectives are developed to enhance excellence in eight (8) domain or central goal areas of the institution. These are:

1. School Excellence
2. Educational Excellence
3. Excellence in Research, Scholarship and Innovation
4. Excellence in Public Engagement and Partnership
5. Staff Excellence
6. Excellence in Organisational Stewardship
7. Excellence in Infrastructure Development
8. Excellence in Financial Sustainability

#### **Strategic Formulation of Goals**

There are diverse strategic initiatives identified for achieving each objective as stated below:

##### **School Excellence**

###### ***Strategies***

1. Increase the size and quality of schools in strategically important areas.
2. Develop new academic programme that build on traditional strengths.
3. Develop and implement policies to retain highly valued staff (rewarding outstanding staff)
4. Renewal in terms of academic priorities
5. Provide more opportunities for dialogue and engagement (school seminar/workshop)
6. Broaden diversity of staff
7. Mentorship / Supervision



## **Educational Excellence**

### ***Strategies***

1. Admit a diverse body of the very best of candidates
2. Sustain a culture that supports teaching excellence in all academic units
3. Support and reward for excellent teaching
4. Reward best performing students

## **Excellence in Research, Scholarship and Innovation**

### ***Strategies***

1. Proposal development
2. Award management
3. Technology transfer and commercialisation
4. Strengthen relationship with key organisations for research opportunities and collaboration
5. Develop science/technological based neighborhood to provide opportunities for partnership
6. Identify and selectively strengthen core infrastructures for research, scholarship and innovation.
7. Encourage collaboration between staff and students in research and raise quality and stature of selected departments to a position of academic leadership in research.

## **Excellence in Public Engagement and Partnership**

### ***Strategies***

1. Make public engagement a distinctive feature of education in Kogi State Polytechnic.
2. Strengthen the connection between public engagement and on-campus research and educational strengths.
3. Strengthen and improve alumni relations and community outreach programmes.
4. Support and value a high-quality campus life and a sense of community.

5. Foster collaborations with industry, government, and international organisations
6. Provide community-focused training and empowerment programmes

## **Staff Excellence**

### ***Strategies***

1. Provide a workplace that gives respect, dignity and fairness to all staff.
2. Attract talented and diverse work force.
3. Retain highly qualified staff.
4. Be exemplary employer

## **Excellence in Organisation Stewardship**

### ***Strategies***

1. Affirming general guidelines for organisation stewardship with clear areas of responsibility and lines of authority (ORGANOGRAM).
2. Promote effective stewardship of the built and natural environment.
3. Promote effective infrastructures for ICT that contribute to the core academic mission and ensure access, security and privacy.
4. Develop campus facilities for supporting academic and co-curricular needs and property maintenance.

## **Excellence in Infrastructure Development**

### ***Strategies***

1. Upgrade classrooms/lecture theatres and laboratories/workshops/studios with modern equipment.
2. Promote campus facilities, including hostels, staff quarters, libraries, and ICT infrastructure.
3. Invest in renewable energy and sustainable infrastructure.
4. Promote effective transport infrastructure, viz; campus shuttle and bus for staff and students.
5. Landscape and construct drainage on both campus premises and provide good road networks.
6. Construction/ revitalization of water dam on campus.

## **Excellence in Financial Sustainability**

### ***Strategies***

1. Diversify revenue streams through partnerships, grants, and consulting services.
2. Increase investment in Kogi Poly Consult to improve Internally Generated Revenue (IGR).
3. Commercialise products and services of Directorate of Entrepreneurship Development
4. Implement cost-saving measures and financial accountability systems.
5. Establish an endowment fund for long-term sustainability.

**Table 26: Strategic Formulation of Goals with Action Plan**

<b>OBJECTIVE 1: SCHOOL EXCELLENCE</b>				
<b>SN</b>	<b>STRATEGIES</b>	<b>ACTIONS</b>	<b>IMPLEMENTATION PERIOD</b>	<b>ACTORS</b>
<b>1</b>	Increase the size and quality of Schools in strategically important areas	(a) Development of new programmes viz: School of Information Technology and School of Innovation and Continuing Studies	2025 – 2026	Kogi State Government, Rectorate, Directorate of Academic Planning (DAP), Management, Deans and HODs, NBTE, PTDF, TETFUND, and Donor agencies
		(b) Construction of classrooms and offices for academic staff, language and studio rooms	2025 – 2026	Kogi State Government, Council, Rectorate, Directorate of Works and Services (DOWS), Bursary, Library Unit, TETFUND, PTDF and Donor agencies

		(c) Expansion of library at Itakpe, Procurement of E-Library resources, Establishment of institutional repository	2025 – 2026	Kogi State Government Council, Rectorate, Library, TETFUND and Donor Agencies
		(d) Recruitment and training of both academic and non-academic staff	2025 – 2026	Kogi State Government, the Polytechnic, (through IGR), and TETFUND (training)
		(e) Advertise and admit qualified applicants based on NBTE requirements	2025 – 2030	Rectorate, Directorate of Academic Planning, Admission Office, Directorate of Information Technology and Resource Center (DITRC) and Directorate of Public Relations and Protocol (DPR & P)
		(f) Resource Inspection and accreditation of courses	2026, 2027 & 2029	The Polytechnic, Rectorate, DAP, NBTE, Academic Board, Deans, and HODs, Students and Relevant Professional Bodies e.g., ICAN, ANAN, COREN, NSE, ESAN, NSA, NAPS, PrAN, LAN, LSN, ANA, HSN.
2	Develop new academic Programmes that build on traditional strength	(a) Creation of new departments, viz: Local Government Administration Studies, Human Resource Management Studies, Marketing, Purchasing & Supply, Insurance, Co-operative Studies, Banking and Finance, Hospitality and Hotel Management, Fishery, Taxation, Entrepreneurship Development, Quantity Survey	2026 -2029	The Polytechnic, Rectorate, DAP, NBTE, Deans and HODs, Academic Board and Relevant Professional Bodies e.g., ICAN, ANAN, COREN, NSE, ESAN,

		<p>Estate Management, Archival Studies, Actuarial Mathematics, Bio-Statistics Demography Studies, Physics &amp; Electronics, Biological Sciences, Chemical Sciences, Printing Technology, Pharmaceutical Technology, Ceramic Technology, Food Technology, Crime Management, Security Management, Transport Technology, Shipping Management, Marine Engineering, Social Development, Peace and Conflict Studies, Adult Literacy Centre, Multi-Lingual Learning and Development Centre, Clinical Psychology Centre, Organic Agricultural Technology, Cement Engineering Technology, Chemical Engineering Technology, Welding and Fabrication Engineering Technology, Environmental Science and Management Technology, Photography</p>		<p>NSA, NAPS, PrAN, LAN, LSN, ANA, HSN, LRCN, NLA, NITP, TOPREC, SURCON, ARCON, CORBON, NIOB, NIPM, CPN, NISLT, NMS, MAN, PSSN, NSA, HSN, ARCON, ABEN, SNA</p>
		<p>(b) HNDs in Mass Communication, Agricultural &amp; Bio-Environmental Engineering Technology, Agricultural Technology, Animal Health &amp; Production Technology, Horticultural Technology, Agricultural Extension and Management, Agri-Business, Foundry Engineering Technology, Cybersecurity and Data Protection, Artificial Intelligence, Mechatronics</p>	<p>2027 – 2028</p>	<p>The Polytechnic, Rectorate, DAP, NBTE, Deans and HODs, Academic Board and Relevant Professional Bodies e.g., NIPR, ACCE, ICAN, ANAN, COREN, NSE, ESAN, NSA, NAPS, PrAN, LAN, LSN, ANA, HSN.</p>

3	Develop and implement policies to retain highly valued staff (rewarding outstanding staff)	(a) Motivation of staff through study leave with pay and sabbatical leave, Provision of book and research allowances	2025 – 2030	Rectorate, DAP, Deans and HODs, Registry
		(b) Establishment of staff recreation club	2028 – 2029	Rectorate, Directorate of Works and Services, Directorate of Sport and Philanthropists
		(c) Bridging the gap between Polytechnics and Universities through revision of Condition of Service	2025 - 2026	Federal Government, Kogi State Government, Rectorate, DAP, NBTE and Registry
		(d) Provision of other incentives such as award of prize for staff who excel or distinguish themselves in their field(s)	2025 – 2030	Kogi State Government, Rectorate, Deans and HODs, Council and Registry
		(e) Provision of robust Pension Scheme	2025 – 2026	Kogi State Government, Rectorate, Deans and HODs, Council and Registry
4	Renewal in terms of academic priorities	Rebranding less patronised courses to make them more appealing and relevant to contemporary challenges through review of curricula	2025 – 2030	Rectorate, DAP, NBTE, Deans and HODs
5	Provide more opportunities for more dialogue and engagement (school seminar/workshop)	(a) Seminars, workshops and conferences at Departments, Schools, Polytechnic, National and global levels	2025 - 2030	Rectorate, DAP, Deans and HODs, Bursary, other Lecturers and Kogi Poly Consult
		(b) Encourage participation in external conferences (Local and International)	2025 – 2030	Rectorate, DAP, Deans and HODs, Bursary, other Lecturers, Kogi Poly Consult and Kogi Poly Ventures

		(c) Opening and strengthening channels of communication with sister tertiary institutions	2025 – 2030	Rectorate, Directorate of Academic Planning, Directorate of Advancement Support and Linkages (DASL), Deans, HODs, Bursary and SIWES
		(d) Initiate collaborative projects with corporate bodies such as Obajana Cement Company, Ajaokuta Steel Company, National Iron Ore Mining Company, Itakpe	2025 – 2026	Rectorate, DAP, DASL, DPR and Kogi Poly Consult
6	Broaden diversity of Staff	(a) Deliberate and sustained export and import of services	2025 - 2030	Kogi State Government, Council, DAP and Registry
		(b) Wide publicity of opportunities	2025 - 2030	
		(c) Make Provisions for sabbatical appointments	2025 – 2030	Kogi State Government, Council, DAP, Deans and other tertiary institutions
7	Mentorship / Supervision	(a) Younger Lecturers should be mentored on how to write research papers, supervise projects etc., for their academic and career development	2025 – 2030	All Academic staff in the Polytechnic
		(b) Teaching and marking by younger lecturers should be occasionally vetted and monitored by senior colleagues	2025 - 2030	Rectorate, DAP, All Academic staff in the Polytechnic
		(c) Continuous appointment of level coordinators for students	2025 – 2030	Deans, HODs and Lecturers



		(d) Liaise with an organised industry based mentoring programmes for staff and students	2025 - 2030	Rectorate, DASL, DPR, All lecturers of the Polytechnic and Students
		Adequate on-the-job training / supervision of subordinates	2025 – 2030	Council, Rectorate, Management, Registry, Deans, Directors and TETFUND
<b>OBJECTIVE 2: EDUCATIONAL EXCELLENCE</b>				
<b>1</b>	Admit a diverse body of the very best of candidates	(a) Sustenance of post UTME for fresh in-takes	2025 – 2030	Rectorate, Central Admission Committee, E-Exam Chairman, Members of the Academic Board, DAP, Deans, Management, Departments and DITRC
		(b) Enhanced screening strategies of HND candidates	2025 – 2030	
		(c) Recruit qualified Lecturers, ensure professionalism in their areas of discipline	2025 – 2030	Kogi State Government, Council and Polytechnic Management
		(d) Encourage admission of students from areas of educationally disadvantaged Local Government Area viz: Lokoja, Bassa, Kogi and Ajaokuta	2025- 2030	Rectorate, Council, Academic Board, DAP and Admission Unit
<b>2</b>	Sustain a culture that supports excellence in teaching	(a) Provision of adequate facilities: Classrooms, Library, resource centres, laboratories, workshops and studios	2025 – 2030	Kogi State Government, Rectorate, DOWS, TETFUND, PTDF, NCC, NITDA and donor agencies
		(b) Involve lecturers in curriculum development	2025 – 2030	NBTE, Management, Academic Board and DAP

		(c) Periodic workshops/seminars for staff in relevant areas	2025 – 2030	Rectorate, relevant professional bodies, Management, TETFUND, DAP and Kogi Poly Consult
		(d) Encourage computer literacy among staff and students through provision of computers	2025 – 2030	Kogi State Government, Council, Rectorate, Management, Academic Board, Academic and non-academic staff, TETFUND, NCC, NITDA, DITRC, Parents / Guardians and students
		(e) Sustenance of learning management system for teaching and learning	2025 – 2030	Kogi State Government, Polytechnic Management, TETFUND and DITRC
		(f) Provision of public address system and facilities for power points presentation in large lecture theaters. e.g., using KSPLMS, Blackboard	2025 – 2028	Kogi State Government, Council, Rectorate, Management, Academic Board, Academic and non-academic staff, DITRC, TETFUND, NCC, NITDA, Parents / Guardians and students
		(g) Employment of academic staff (Lecturers, Technologist, Technicians)	2025 – 2030	Kogi State Government, Council and Polytechnic Management
3	Support / Reward for excellent teaching	(a) Introduction of staff development award for staff and scholarship for students	2025	Rectorate, Deans, HODs, Academic Board, Friends of the Polytechnic, Registry and donor agencies

		(b) Promotion as at when due with cash backing	2025 – 2030	Kogi State Government, Council, Rectorate, Deans, HODs and Management
4	Reward best performing students	(a) Establish criteria for performance awards by defining categories (e.g., academic excellence, innovation, leadership, community service) for the diplomats	2025	Council, Rectorate, Management, Academic Board, Directorate of Research and Innovation (DRI) and DAP
		(b) Develop a transparent selection process. Form a committee comprising school members, student representatives, and administrators to oversee the process	2025	Rector, Management, Academic Board, DAP, DRI and SUG,
		(c) Create a reward system. Design tangible rewards, e.g., scholarships, certificates, cash prizes, laptops, or books	2025-2026	Kogi State Government, Council, Rectorate, Management, Academic Board, DRI and DAP, DASL, Alumni, Sponsor partners, Donor agencies and parents
		(d) Include non-tangible rewards e.g., recognition at events, priority in internships, recommendation letters	2025 – 2030	
		(e) Annual recognition ceremony. Host an awards event to present the rewards publicly, promoting a culture of excellence. Also, invite stakeholders (e.g., parents, industry partners, alumni) to increase visibility	2025 – 2030	

		(f) Partner with sponsors. Engage local businesses, alumni, and organisations to sponsor rewards or events. Also, Highlight sponsorship benefits, such as brand visibility and community engagement	2025-2030	
<b>OBJECTIVE 3: EXCELLENCE IN RESEARCH, SCHOLARSHIP AND INNOVATIONS</b>				
<b>1</b>	Proposal Development	(a) Director of Research and Innovation (DRI) to organise workshops on proposal writing/research development	2025-2030	Rectorate, DRI, Registry, Deans, HODs, NBTE, Staff and donor agencies.
		(b) Encourage academic to submit proposal on current, local, national, regional and international issues	2025 – 2030	Rectorate, DRI, Registry, Deans, HODs, NBTE, DQA, donor agencies,
		(c) Organise regular workshops for newly recruited staff on how to teach, write proposal/memo/minutes	2025 – 2030	lecturers and non-academic staff
<b>2</b>	Award Management	Composition of Polytechnic Research Grant Board Under the headship of the Deputy Rector	2025	Kogi State Government, Council, Rectorate, Academic Board and NBTE
<b>3</b>	Technology transfer and commercialisation	(a) Enlarge the mandate of Directorate of Entrepreneurship Development (DEDC) to inculcate transfer and commercialise project	2025-2026	Kogi State Government, Council, Rectorate, Academic Board, DAP, Deans, Quality Assurance, Kogi Poly Consult, donor agencies, DOWS, Directorate of Entrepreneurship
		(b) Develop the use of local contents	2025 – 2026	
		(c) Secure Intellectual property management rights	2025-2030	

		on all developed prototypes (research projects)		Development (DEDC), DITRC
		(d) Development of software for communication	2026	
4	Strengthen relationship with key organisation for research opportunities and collaboration	(a) Sustenance of MOUs that incorporate research opportunities and collaboration with key organisations and agencies	2025-2030	Rectorate, Principal Officers, Management, DPR, Kogi Poly Consult, DASL
5	Develop Science/Technological based neighbourhood to provide opportunities for partnership	(a) Organisation of Research exhibition day as part of academic programmes	2025-2030	Council, Rectorate, Academic Board, Bursary, Deans, DASL, DPR, DRI, Security Agencies
		(b) Creating community partnership for development of large-scale prototypes	2025-2030	Deans, DOWS, DEDC, Directorate of Research and Innovation, DASL, DPR, Kogi Poly Consult, Alumni
6	Identify and selectively strengthen core infrastructures for research, scholarship and innovation	(a) Acquisition and maintenance of more computers	2025-2030	Kogi State Government, Council, Rectorate, Academic Board, Bursary, Deans and Directors of relevant Directorates, HODs
		(b) Maintenance of existing laboratories, resource centres and workshops	2025-2030	
		(c) Creation of central research laboratory	2026-2027	
		(d) Enhance collaboration and reduce cost	2026-2030	
7	Encourage collaboration between staff and students in research. Raise quality and status of selected	(a) Organisation of workshops and seminars, site visit and excursion to relevant sites e.g., industrial complex	2025-2030	Rectorate, Academic Board, Deans / Directors, HODs, Lecturers and Students, Directorate of SIWES, DASL, Security Agencies

	Departments to a position of academic leadership in research	(b) Enhance the teaching and research methods and statistics	2025-2030	Rectorate, Academic Board, DAP, Deans, HODs, Quality Assurance and Lecturers
		(c) Thorough supervision of student projects and other creative and research work	2025-2030	Deans, HODs and Lecturers
		(d) Publications of Research reports on the internet	2025-2030	Rectorate, Academic Board, DAP, DIR, Library, DITRC, Lecturers and Students
		(e) Provision of research grants and rewards for students with good research works	2025/2026	Council, Rectorate, Academic Board, donor agencies and multinational corporations
		(f) Involve students at various school levels and equip the library with current books and journals	2025-2030	Rectorate, Academic Bord, Deans, HODs, Library, Donor agencies, Lecturers and Students

#### **OBJECTIVE 4: EXCELLENCE IN PUBLIC ENGAGEMENT AND PARTNERSHIP**

<b>1</b>	Make public engagement a distinctive feature of education in Kogi State Polytechnic	(a) Organising seminars and workshop in conjunction with the government and public	2025-2030	Kogi State Government, Council, Rectorate, DAP, Kogi Poly Consult, Schools, Departments, Quality Assurance, DASL, DEDC, DPR, TETFUND, Alumni, the Public, donor agencies, and Security Agencies
		(b) Develop new academic programmes that are vocationally inclined for self-reliance	2026-2028	
		(c) Sustenance of corporate social responsibility	2025-2030	
		(d) Introduction of certificate programmes for artisans	2025-2026	
<b>2</b>	Strengthen the connection between the public	(a) Engage in research that can easily be adopted by industries/society	2025-2030	Kogi Sate Government, Rectorate, DAP, DASL, DPR, Security Agencies, Schools,

	engagement and on-campus research and educational strengths			Department, Industries, Donor Agencies
		(b) Strengthen connection with employers of labour through visits and regular consultation	2025-2030	Kogi State Government, Council, Rectorate, DAP, School, DASL, DPR, Departments, Industries, ITF, NBTE, Directorate of SWIES, Security Agencies
		(c) Encourage site study system	2025-2030	
3	Strengthen and improve alumni relations and community outreach programmes	(a) Create alumni register in the Directorate of Advancement, Support and Linkages, with comprehensive information on contact address, home address, phone number and workplace	2025	Council, Rectorate, Registry, DPR, DASL, DSS, Alumni, DOWS
		(b) Engage alumni associations in development projects on the campus	2025-2030	
		(c) Ensure a good number of active alumni contributes to the institution (e.g., donations, scholarship and mentorship).	2025-2030	
		(d) Publish alumni activities in national dailies and motivate alumni through award of honour and other forms of recognition	2025-2030	
		(e) Construction of a befitting office accommodation for the Directorate Of Advancement, Support and Linkages and provision of a functional vehicle	2026 – 2027	
		(f) Improve on the number of community outreach programmes organised annually	2025 – 2030	Rectorate, Registry, Directorate of Public Relations, DASL,



		(g) Obtain constant feedback scores from community stakeholders	2025 – 2030	Community Stakeholders
4	Support and value high-quality campus life and encourage a sense of Community	(a) Construction of Student Centres at both campus	2027 – 2028	Rectorate, DOWS, Directorate of Students Services, DASL, Student Union Government (SUG)
		(b) Encourage dress code culture among staff and students	2025 - 2030	Rectorate, Registry, Academic Board, Directorate of Students Services, DASL, Student Union Government (SUG)
		(c) Provision of relaxation and recreation centres on all campuses	2026 – 2027	Council, Rectorate, DOWS, Directorate of Sport
		(d) Provision of guest house	2028	Council, Rectorate, DOWS, Kogi Poly Consults
5	Foster collaborations with industry, government, and international organisations.	(a) Increase the number of active MOUs (Memoranda of Understanding) with partners.	2025 – 2030	Kogi State Government, Council, Rectorate, Management, DPR, DASL, Directorate of Legal Services, International Organisations, donor agencies, TETFUND, PTDF,
		(b) Enhance the number of joint projects conducted with external organisations.	2025 – 2030	
		(c) Ensure a significant percentage increase in external funding from partnerships	2025 – 2030	
6	Provide community-focused training	(a) Focus on increasing the number of community members trained annually	2025 – 2030	Kogi State Government, Council, Rectorate,

	and empowerment programmes	(b) Obtain satisfaction scores from training participants regularly	2025-2030	Management, Directorate of Legal Services, Community Stakeholders
		(c) Engender employment rate of individuals who have completed empowerment programmes	2025 – 2030	
OBJECTIVE 5: STAFF EXCELLENCE				
1	Provide a workplace that gives respect, dignity and fairness to all staff	(a) Construction of additional staff offices	2025-2030	Kogi State Government, Council, Rectorate, DOWS, Bursary, Registry, Donor Agencies
		(b) Ensure that there is justice and fairness for all staff vis-a-vis the rules and regulations of the institution	2025-2030	Council, Rectorate, Bursary and Registry
		(c) Staff welfare loan packages should be improved upon and sustained by the Management	2025- 2030	
		(d) Send-forth ceremony should be conducted for retiring staff	2025 – 2030	
		(e) Introduction of pre-retirement training programmes	2025-2030	
		(f) Ensure payment of six (6) months’ salary as death benefits for family of deceased staff	2025-2030	
2	Attract talented and diverse work force	(a) Ensure payment of good remuneration (salary and allowances)	2025-2030	Kogi State Government, Council, Rectorate, Registry, Bursary, Deans, Directors and HODs
		(b) Good staff development and training programmes	2025-2030	

3	Retain highly qualified staff	(a) Effective communication between management and staff	2025-2030	Council, Rectorate, Registry, Bursary, Deans, Directors and HODs
4	Exemplary employer	(a) Visionary	2025-2030	Kogi State Government, Council, Rectorate, Registry, Deans and HODs
		(b) Transparency and accountability	2025-2030	
		(c) Compassionate, firm and decisive	2025-2030	
		(d) Give staff welfare utmost priority	2025-2030	
		(e) Working conditions that promote gender balance in the Polytechnic programme	2025-2030	Kogi State Government, Council, Rectorate, Registry, Women Advocacy Group and United Nations
		(f) 35% affirmative actions of United Nations (UN) should be followed	2026 – 2030	

#### **OBJECTIVE 6: EXCELLENCE IN ORGANISATION STEWARDSHIP**

1	Affirming general guidelines for organisational stewardship with clear areas of responsibility and lines of authority (ORGANOGRAM)	(a) Update of the existing organogram to conform with the current realities	2025	Council, Rectorate, Registry, and Bursary
		(b) Ensure compliance with standard rules and regulations e.g., financial discipline and accountability, checks and balances and leadership by example	2025-2030	
		(c) Ensure compliance with operating recurrent and capital budget for financial institution	2025-2030	
2	Promote effective stewardship of the built and natural environment	(a) Adherence to the master plan in development projects	2025-2030	Council, Rectorate, DOWS and Directorate of Physical Planning
		(b) Engage professionals in implementation of infrastructural plans of the community	2025-2030	

		(c) Secure built and natural areas through perimeter fencing	2025-2030	
		(d) Regular maintenance of infrastructure, including schedules for renovations	2025-2030	
		(e) Compliance with standard building codes for easy accessibility by vulnerable groups	2025-2030	
3	Promote effective infrastructures for ICT that contributes to the core academic mission, that also ensures access, security and privacy	(a) Maintain and expand ICT infrastructure and other supporting facilities e.g., electricity and security	2025-2030	Kogi State Government, Council, Rectorate, DOWS and Security Agencies
		(b) Create awareness among the Polytechnic community on the need for ICT compliance globally	2025-2030	Rectorate, DAP, DITRC and DPR
		(c) Provision of laptop for staff	2025-2030	Rectorate, Management and DITRC
		(d) Computerise all areas of operations systematically	2025-2027	Rectorate and DITRC
		(e) Assess regularly, the impact of ICT on the behavioral pattern of the entire Polytechnic community (staff, student and other users)	2025-2030	Rectorate, Security Agency, Deans and HODs
		(f) Network both campuses	2025-2030	Rectorate and DITRC
4	Develop campus facilities to support academic and co-curricular needs and property maintenance	(a) Provision of Geo-informatics system (GIS) Laboratory with hardware, software and wireless internet network	2025-2026	Council, Rectorate, Deans, School of Environmental Technology and DITRC
		(b) Upgrade and digitalise the health facilities on the campuses	2026-2027	Council, Rectorate, Director of Medical Services and DITRC

		(c) Sustenance of existing security architecture, recruitment of new security staff and training existing ones with modern security gadgets	2025-2030	Kogi State Government, Council, Rectorate, DOWS and Security Unit
		(d) Ensure proper lighting of both campuses at night for wider illumination	2025-2026	
		(e) Foster effective collaboration between the Polytechnic, her security unit and Police force for consistent attention of external security supports	2025-2030	Council, Rectorate, DOWS, Security Unit, Commissioner of Police and nearby divisional police offices

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#### **OBJECTIVE 7: EXCELLENCE IN INFRASTRUCTURE DEVELOPMENT**

<b>1</b>	Upgrade classrooms, laboratories, and workshops with modern equipment	(a) Construct additional blocks of classrooms for new departments and programmes	2025-2030	State Government, Council, Rectorate, Registry, Bursary, DOWS, Directorate of Physical Planning and TETFUND
		(b) Construct laboratories and workshops for technical programmes	2025-2030	
		(c) Install modern equipment and gadgets in classrooms, laboratories and workshops	2025-2030	
<b>2</b>	Promote campus facilities, such as hostels, staff quarters, library and ICT infrastructures	(a) Adherence to the master plan in development projects	2025-2030	State Government, Council, Rectorate, Registry, Bursary, Library, DOWS, Directorate of Physical Planning and Development, School of General and Communication
		(b) Upgrade existing hostels, staff quarters facilities in Lokoja campus. Construct staff quarters, additional hostels facilities in Itakpe Campus to cater for increasing demands	2027-2030	

		(c) Expand digital facilities, CCTV, e-library facilities on both campus, campus networking, e-resource centre, etc.	2025-2027	Studies, TETFUND and Banks
		(d) Expand the Library structure in Itakpe campus and develop institutional repository for research and departmental publications	2025-2027	
		(e) Expand clinic structures and facilities on both campuses	2027-2028	
		(f) Establish Campus FM station, equipped with modern broadcast facilities and housed in the School of General and Communication Studies	2025-2026	
		(g) Provide shops, supermarkets and multipurpose event halls and other commercial activities that can attract banking facilities	2027-2028	
3	Invest in renewable energy and sustainable infrastructure	(a) Increase efforts on green finance for renewable energy.	2026-2030	Kogi State Government, Council, Rectorate, DOWS, Deans School of Engineering Technology, Environmental Technology, Agricultural Technology and Bursary
		(b) Ensure a significant percentage reduction in energy costs through renewable energy.	2026-2030	
		(c) Increase the number of sustainability initiatives implemented	2026-2030	
		(d) Monitor annual carbon footprint reduction (in metric tons).	2026-2030	

		(e) provision of solar energy as alternative source of power on both campuses for constant supply of light	2025-2029	
4	Promote effective transport infrastructure, viz; campus shuttle and staff buss for staff and students	(a) Repair of old but serviceable vehicles and procurement of new ones to ensure each Dean and Director has official vehicles	2025-2027	Kogi State Government, Council, Rectorate, DOWS, TETFUND, Alumni and Donor agencies
		(b) Procure additional coaster buses for staff on both campuses to ease of movement	2025-2026	Kogi State Government, Council, Rectorate, DOWS, and TETFUND
		(c) Foster effective campus shuttle system for ease of transportation	2025-2030	
		(d) Extension of road network in the main campus and construction of road network in Itakpe Campus	2025-2027	
		(e) Review terms and conditions for usage of Polytechnic Buses for staff and non-staff	2025	Rectorate, DOWS, Director of Legal Services, GM Kogi Poly Consult, Security Unit
5	Landscaping and drainage construction on both campus and provision of good road networks	(a) Completion of perimeter fencing on the main campus and the on-going Itakpe Campus	2025-2030	Kogi State Government, Council, Rectorate, DOWS, Directorate of Students Services, DASL, Student Union Government (SUG) and Directorate of Physical Planning
		(b) Beautification of the Polytechnic and erosion control through landscaping and horticulture	2025-2030	
		(c) Provision of sport facilities for both indoor and outdoor games on both campuses	2026-2027	



6	Construction/revitalisation of water dam on campus	(a) Revive and upgrade the existing water dam in the main campus	2026 - 2027	Kogi State Government, Council, Rectorate, DOWS and Directorate of Physical Planning
		(b) Provide wider circulation of water system on both campuses for life sustainability	2025-2030	
		(c) Provide effective water storage system in strategic locations of both campuses to ensure constant water supply to the Polytechnic community	2025-2026	

#### **OBJECTIVE 8: EXCELLENCE IN FINANCIAL SUSTAINABILITY**

1	Diversify revenue streams through partnerships, grants and consulting services	(a) Increase revenue generated from partnerships and grants received (NGN/year)	2025-2030	Council, Rectorate, Management, Kogi Poly Consult, Donor agencies, TETFUND, PTDF, partners, Directorate of Legal Services, DASL and DPR
		(b) Increase the number of grants awarded to the institution annually by deliberate efforts.	2025-2030	
		(c) Carry out a comparative analysis of the proportion of income from diversified revenue streams compared to total income regularly	2025-2030	
2	Increase investment in Kogi Poly Consult to improve Internally Generated Revenue (IGR)	(a) Increase revenue generated through Consultancy services, e.g., increase revenue from enrolment part-time and vocational studies.	2025-2030	Council, Rectorate, Management, Kogi Poly Consult, Deans of School of Part Time and DPR
		(b) Expand the commercial activities of Kogi Poly Consult such as, establishment of bottle water company, printing press, block industry, microfinance banking, staff loan scheme,	2025-2030	Kogi State Government, Council, Rectorate, Management, Kogi Poly Consults, Deans, Directorate of Legal Services, Investors,

		halls and event centre for rent, etc.		Financial Institutions, DPR and Security Unit
		(c) Recruit more specialised staff and train Kogi Poly Consult staff for profitability	2026-2027	Rectorate, Management, GM Kogi Poly Consults and Directorate of Legal Services
3	Commercialise products and activities of Directorate of Entrepreneurship Development Centre (DEDC)	(a) Restructure Directorate of Entrepreneurship to accommodate commercial interest and ensure profitability.	2025-2026	Rectorate, Management, DEDC, Kogi Poly Consult, Directorate of Legal Services, Security Unit and Directorate of Internal Audit
		(b) DEDC to continue entrepreneurship activities and incorporate new activities in the area of skills development	2025-2026	
		(c) expand existing structures and facilities and construct new structure for skills acquisition	2025-2026	
		(d) Provide supermarket outlets in Kogi Poly Consult for display and sales of DEDC products	2026-2027	
		(e) Encourage DEDC to expand her activities for commercial ventures of her tested products.	2025-2026	
4	Implement cost-saving measures and financial accountability systems	(a) Focus on percentage reduction in operational expenses annually	2025-2030	Council, Management, Bursary and Directorate of Internal Audit
		(b) Ensure annual audit compliance rate (%) increase	2025-2030	
		(c) Improve on the number of financial accountability training sessions conducted	2025-2030	

<b>5</b>	Establish an endowment fund for long-term sustainability	(a) Increase the total contributions to the endowment fund (NGN/year).	2026	Kogi State Government, Council, Management, Bursary, Directorate of Legal Services, DASL, DPR,
		(b) Make deliberate efforts to increase the number of new contributors to the fund annually	2026-2030	Alumni, Donor Agencies and Endowment fund partners
		(c) raise annual returns on endowment fund investments	2025-2030	

**PICTURES OF SOME RENOVATED EXISTING STRUCTURES  
WITHIN THE YEAR 2020-2024**



**MECHANICAL ENGINEERING TECHNOLOGY WORKSHOP**



**ABIMAJE LT HALL**

## **CHAPTER SEVEN**

### **IMPLEMENTATION STRATEGIES**

#### **Implementation Strategies**

The implementation of this **Strategic Plan** will involve stakeholder engagement, phased rollout, and robust monitoring and evaluation mechanisms. The Rector as the Chief Executive and Accounting Officer of the institution will provide the required leadership to drive the implementation of the **Plan**. The Director of Academic Planning shall keep track of performance of the **Plan**, while the Director of Quality Assurance shall evaluate its performance.

The overall implementation of the **Plan** is the responsibility of all members of the Polytechnic community, particularly the Principal Officers, Deans, Directors, Heads of Departments and Units and all members of staff.

#### ***(i) Stakeholder Engagement***

Regular consultations with schools, departments, directorates, units, students, industry leaders, alumni and community stakeholders, along with periodic feedback mechanisms.

#### ***(ii) Phased Rollout***

Phase 1 (2025–2026): Focus on infrastructure, curriculum revisions, and pilot programmes.

Phase 2 (2027–2028): Scale research activities, partnerships, and financial initiatives.

Phase 3 (2029–2030): Full implementation and evaluation of strategic goals.

#### ***(iii) Monitoring and Evaluation***

A Strategic Plan Implementation Committee will oversee the Plan's execution. Key Performance Indicators (KPIs) and annual reviews will ensure progress in the actualisation of the strategic goals.

KPIs are developed for each strategic goal. Each KPI has:

- a) Baseline data (current state): Starting point for measurement.
- b) Targets: Set annual and overall targets for 2025–2030.
- c) Responsibility: Assigned roles for tracking and reporting each KPI

**The overall KPIs for monitoring and evaluation are:**

- a) Percentage of objectives met annually.
- b) Frequency of progress reviews (quarterly/annual).
- c) Stakeholder satisfaction with implementation progress (in percentage).

Listed below are a set of core metrics and qualitative indicators for assessing progress on plan goals, objectives and strategic initiative's plan. This list may be modified and developed further over time.

**School and staff compensation**

Compare salaries and fringe benefits with peer institutions (schools).

**Amount and nature of school hiring and retention**

Number of hires per years, rank distribution of hires, tracking of changes in school size and yearly assessment of staff exits

***Indicators for Polytechnic-Wide Excellence***

- 1. Select reputational rankings of research in the Polytechnics.
- 2. Aggregate data on the Polytechnic and academic units (e.g., indicators of school excellence, student quality, and excellence in research, scholarship, and creativity).

***Indicators for School Excellence***

**1. School Recruiting and Size:**

- a) Number and nature of staff hiring
- b) Funding for recruitment in critical areas of needs (fund raising, internal reallocation, or other sources).

**2. School Diversity:**

- a) How many departments have reached the 20% or pipeline goals for women and underrepresented minorities?
- b) Is there any defining or effective monitoring mechanism in place for each hiring unit?
- c) Track staff salaries and fringe benefits and compare with appropriate peer institutions.

### **3. School Retention:**

- a) Assessment of performance of efforts to prevent exits of highly valued members of staff
- b) Qualitative yearly assessment of cases of exits of highly valued staff to determine how response can be improved
- c) Track percentage of exits per year across schools and career stages (pre-tenure, tenure to mid-career, and higher senior levels).

### **4. Rewarding Outstanding Staff:**

- a) Assess whether new forms of recognition and reward for outstanding performance among staff (in teaching, research, and public engagement) have been implemented in departments and schools
- b) Assess whether all departments have system for reviewing the teaching, research, and public engagement of staff after tenure

### **5. Intellectual Environment:**

- a) Assess the rate at which new cross-school or cross-department or inter-disciplinary collaborations have been formed. Assess the potential impact of such collaborations, if any.

## ***Indicators for Educational Excellence***

### **1. Shared Educational Student Experience:**

- a) Assess whether academic or administrative barriers to students in one school taking courses in another has reduced?

### **2 Students Psychological Health and Well-Being:**

- a) Waiting or lag times between contact and appointment or intervention.
- b) Regularity of communications and outreach to encourage students to seek help and ensure that they know how to do so.
- c) Surveys of student psychological health and well-being.
- d) Programmes to enhance school and staff knowledge of and capacity to detect students undergoing excessive stress and encourage them to seek help.

### **3. International and Public Engagement Opportunities for Students:**

- a) Examination and affirmation of the quality of current international and public engagement options for students



#### **4. Culture in Support of Teaching:**

- a) Assessment of increase in recognition of excellence in teaching
- b) Student survey data on teaching environment.

#### **5. Supporting Pedagogical Innovation:**

- a) Assessment of usage rate of technological support.
- b) Assessment of increase in team teaching across Schools or disciplines

#### **6. HND Student Quality and Diversity:**

- a) Standard student quality measures for enrolled students.

#### **7. Reward System for Best Performing Students**

- a) Number of awards presented annually to reflect the institution's commitment to recognizing excellence.
- b) Measures inclusivity in rewarding various types of performance (e.g., academic, extracurricular).
- c) Student awareness and participation rates with the percentage of students aware of and participating in the award system (e.g., through surveys or event attendance).

### ***Indicators for Research, Scholarship, and Innovation***

#### **1. Leadership Position/Department or Programme Stature:**

- a) Have dimensions for comparing departments to peers been defined, and are they being used by departments and Schools to track changes?
- b) Number and quality of school publications, appropriate to discipline or field (e.g., citation data, journal publications, book publications, qualitative assessments).

#### **2. Support for Interdisciplinary Initiatives:**

- a) Inventory on new interdisciplinary initiatives emerging from the school, how they were nurtured, and the impact to date (actual or potential).
- b) Annual review of school search results, assessing cross-departmental and cross-disciplinary impact.

#### **3. Administration and Support for Research Grants Central Units:**

- a) Administrative and support services: both centrally and at unit level.
- b) Number of proposals submitted per research administrative Units:

- i. Quality of quarterly financial management reports.
- ii. Polytechnic Library: Annually publish the library's acquisition budget by area of research and scholarship.

### ***Indicators for Excellence in Public Engagement and Partnership***

#### **1. Unified Concept:**

- a) Has there been increase in the use of electronic media and the internet to deliver public engagement (including extension) programme?
- b) Have new innovative connections among disparate outreach or public engagement programmes been developed? If Yes, what impacts have they had?

#### **2. Partnerships with Stakeholders:**

- a) Have new partnerships with stakeholders been developed or existing ones strengthened?
- b) Data on technology transfer (patents, licensing).

### ***Indicators for Excellence in Organisation Stewardship***

#### **1. Affirming general guidelines for organisation stewardship with clear areas of responsibility and lines of authority (ORGANOGRAM):**

- a) Existence and approval of an up-to-date organogram reflecting clear areas of responsibility and reporting lines.
- b) Percentage of staff and stakeholders' awareness of the organogram and their roles (measured through surveys or training participation).
- c) Frequency of updates to the organogram based on organizational changes.
- d) Number of organizational conflicts or inefficiencies resolved due to adherence to the organogram.

#### **2. Promote effective stewardship of the built and natural environment:**

- a) Percentage of buildings and facilities with regular maintenance plans implemented.
- b) Reduction in energy consumption per capita or per building (to reflect environmental stewardship).
- c) Percentage of green spaces maintained or increased on campus.
- d) Waste management metrics (e.g., percentage of waste recycled or reduction in total waste generated).

**3. Promote effective infrastructures for ICT that contribute to the core academic mission and ensure access, security, and privacy:**

- a) Availability and uptime percentage of critical ICT infrastructure (e.g., servers, internet access).
- b) User satisfaction levels with ICT services (measured through feedback surveys).
- c) Number of cybersecurity breaches or data privacy incidents annually.
- d) Percentage of staff and students trained on ICT tools and cybersecurity practices.

**4. Develop campus facilities for supporting academic and co-curricular needs and property maintenance:**

- a) Student-to-classroom ratio to measure adequacy of academic facilities.
- b) Percentage of facilities meeting compliance standards for accessibility and safety.
- c) Frequency of maintenance activities completed as scheduled.
- d) Utilization rates of facilities designed for co-curricular activities (e.g., sports centers, auditoriums).

***Indicators for Infrastructure Development***

**1. Upgrade classrooms, laboratories, and workshops with modern equipment:**

- a) Percentage of facilities upgraded annually.
- b) Average user rating of facilities (1–5 scale).
- c) Percentage increase in utilisation of upgraded facilities.

**2. Improve campus facilities, including hostels, libraries, and ICT infrastructure:**

- a) Number of hostels and library facilities upgraded annually.
- b) Internet speed and bandwidth available per student (Mbps/student).
- c) Library resource usage rates (e.g., e-book downloads, physical checkouts).

**3. Invest in renewable energy and sustainable infrastructure:**

- a) Percentage of energy sourced from renewables.
- b) Reduction in utility costs due to renewable energy (%).
- c) Annual reduction in the institution's carbon footprint (metric tons/year)

### ***Indicators of Financial Sustainability***

#### **1. Diversify revenue streams through partnerships, grants, and consulting: services.**

- a) Annual revenue generated from external partnerships (NGN).
- b) Number of new funding partnerships established annually.
- c) Total value of grants secured annually (NGN).

#### **2. Implement cost-saving measures and financial accountability systems:**

- a) Percentage annual operational cost savings achieved.
- b) Percentage compliance with internal financial audits.
- c) Average time to process financial reports (days).

#### **3. Establish an endowment fund for long-term sustainability:**

- a) Total contributions to the endowment fund (NGN).
- b) Number of new donors contributing to the fund annually.
- c) Percentage annual return on endowment fund investments (%).

This framework is provisional. There are many objectives in this **Strategic Plan**. While it is important for the institution to consider the implementation of all the objectives, it is noteworthy that some are more important than others, and progress on some is easier to track than on others. Some may receive greater priority now and others be deferred for later. This chapter does not distinguish among the most and least important, but does offer methods for tracking the institution's movement along them. The purpose is to provide a general framework for the implementation of the **Strategic Plan**.

## CHAPTER EIGHT

### FINANCIAL PLAN

#### Financial Plan

The financial plan includes budget estimates for each strategic goal and identifies funding sources, such as state government grants, internally generated revenue, partnerships, and international funding.

#### Funding Sources

- a) State government grants and allocations.
- b) Internally Generated Revenue (IGR) through consultancy services and short courses.
- c) Partnerships with private sector organisations.
- d) International grants and funding agencies.

#### BUDGETARY PROVISION

For the plan period (2025-2030), only the sum of Thirteen Billion, Six Hundred and Sixty-Seven Million Naira (₦13,667,000,000.00) only has been estimated. This is made up of Ten Billion, Eight Hundred and Seventeen Million Naira (₦10,817,000,000.00) only for capital expenditure and Two Billion, Eight Hundred and Fifty Million Naira (₦2,850,000,000.00) only for the recurrent expenditure.

**Table 27: Budgetary Provision (Capital) for the Strategic Plan.**

S/N	ITEMS	AMOUNT (₦)
1.	<p>Establishment of School of Information Technology and School of Innovation Continuing Studies and creation of new department such as:</p> <p>(a) Creation of new departments, viz: Local Government Administration Studies, Human Resource Management Studies, Marketing, Purchasing &amp; Supply, Insurance, Co-operative Studies, Banking and Finance, Hospitality and Hotel Management, Fishery, Taxation, Entrepreneurship Development, Quantity Survey Estate Management, Archival Studies, Actuarial Mathematics, Bio-Statistics &amp; Electronics, Biological</p>	3.4b

	<p>Sciences, Chemical Sciences, Printing Technology, Pharmaceutical Technology, Ceramic Technology, Food Technology, Crime Management, Security Management, Transport Technology, Shipping Management, Marine Engineering, Social Development, Peace and Conflict Studies, Adult Literacy Centre, Multi Lingual Learning and Psychology Centre, Organic Agricultural Technology, Cement Engineering Technology, Chemical Engineering Technology, Welding and Fabrication Engineering Technology, Environmental Science and Management Technology, Photography</p> <p>(b) HNDs in Mass Communication, Agricultural &amp; Bio-Environmental Engineering Technology, Agricultural Technology, Animal Health &amp; Production Technology, Horticultural Technology, Agricultural Extension and Management, Agri-Business, Foundry Engineering Technology, Cybersecurity and Data Protection, Artificial Intelligence.</p>	
2.	<p>(a) Construction of classrooms and offices for academic staff, Language Studio and community radio station, expansion of library for Itakpe.</p> <p>(b) Procurement of library resource including e-library resources and library repository</p>	<p>1.5b</p> <p>200m</p>
3.	<p>(a) Establishment of bottle water company, printing press, block industry, Event Hall for rent, bakery and other revenue ventures for Kogi Poly Consult Nig. Ltd</p> <p>(b) Establishment of skills acquisition centre for Directorate of Entrepreneurship with certificate programmes and commercialisation of activities</p>	<p>1.3b</p> <p>1.2b</p>

4.	Establishment of Staff Club	300m
5.	Computer literacy needs of staff & students	200m
6.	Provision of public address system/power point in large lecture theatres e.g. Using Skype to deliver lectures.	85m
7.	Introduction of research exhibition day to demonstrate prototype of research work in the Polytechnic.	50m
8.	(a) Maintenance of existing Laboratory and workshops. (b) Construction of central research laboratories and workshops at both campuses.	200m 1.5b
9.	(a) Involvement of students in research team by the various schools.	20m
10.	(a) Organising seminars and workshop in conjunction with the government and general public. (b) Sustenance of corporate social responsibility. (c) Introduction of certificate programmes for artisans.	40m 60m 100m
11.	Construction of an administrative block and academic staff offices.	950m
12.	(a) Engagement of professionals in implementation of infrastructural plans of the community. (b) Secure built areas through perimeter fencing and tree planting.	85m 250m
13.	Provision of GIS laboratory with hard wares, soft wares and wireless internet.	450m
14.	Upgrade of the health facilities on the campuses.	750m
15.	Beautification, Landscaping and erosion control.	145m
16.	Upgrade of the existing dam	100m



17.	Completion of the student Centre.	50m
18.	Provision of guest house, staff quarters, bookshops and modern shops for business centre operators to rent, event hall for rent and other revenue yielding projects.	1.2b
19.	Engage Alumni Association in development projects on the campus.	32m
20.	Provision of modern security office with modern security gadgets.	50m
<b>SUB-TOTAL (A):</b>		<b>₦10,817,000,000.00</b>

**Table 28: Budgetary Provision (Recurrent) for the Strategic Plan.**

<b>S/N</b>	<b>ITEMS</b>	<b>AMOUNT (₦)</b>
1.	Recruitment and training of staff	550m
2.	Advertise and admit qualified applicants based on NBTE guidelines	15m
3.	Resource inspection and accreditation of courses	800m
4.	Seminars, Workshop and Conference of Departments, Schools and Polytechnic	275m
5.	Provision for sabbatical appointment	120m
6.	Appointment of level advisers	15m
7.	Introduction of scholarship for outstanding students	50m

8.	(a) Proposal on current, local regional or international issues  (b) Regular workshops for newly recruited staff on how to teach, write proposal, memo and minutes.	120m  25m
9.	Provision for staff and students reward with good research works.	155m
10.	Encourage site study system	45m
12	(a) send forth ceremony for retiring staff	25m
	(b) pre-retirement training workshops	25m
13.	Regular maintenance of infrastructure, including schedules for renovation.	450m
14.	Provision of modern security gadgets.	80m
15.	Dress code monitoring and advocacy.	15m
16.	Motivate alumni through award of honour and other forms of recognition	30m
17.	Secure intellectual property right on all development prototypes (recognition project)	25m
18.	Alumni relations desk	30m
	<b>SUB-TOTAL (B): ₦2,850,000,000.00</b>	
	<b>GRAND TOTAL (A+B): ₦13,667,000,000.00</b>	

## PICTURES OF SOME COMPLETED BUILDING PROJECTS (2020-2024)



**EXAMS AND RECORDS**



**MASS COMMUNICATION**

## **CHAPTER NINE**

### **RISK MANAGEMENT**

#### **Risk Management**

Potential risks include limited funding, resistance to change, and economic or political instability. Mitigation strategies involve diversifying revenue streams, conducting change management workshops and regular reviews.

Risk management is not just about avoiding negative outcomes but also about enabling the Polytechnic to seize opportunities while remaining prepared for uncertainties.

#### **Purpose of Risk Management in the Polytechnic**

1. **Protect Strategic Goals:** Ensure that risks do not derail the strategic objectives outlined in the Plan.
2. **Enhance Resilience:** Build the polytechnic's capacity to withstand and recover from challenges.
3. **Ensure Compliance:** Adhere to regulatory, financial, and operational requirements.
4. **Promote Sustainability:** Address risks related to environmental, social, and governance (ESG) factors.

#### **Key Components of the Risk Management Chapter**

##### **1. Risk Identification**

###### **(i) Internal Risks:**

- a) Operational inefficiencies (e.g., outdated infrastructure or insufficient staff).
- b) Financial challenges (e.g., budget cuts or delayed funding).
- c) Academic risks (e.g., low enrolment rates or outdated curricula).

###### **(ii) External Risks:**

- a) Regulatory changes impacting Polytechnic operations.
- b) Economic instability affecting funding or student affordability.
- c) Technological disruptions reducing demand for certain technical skills.
- d) Environmental risks (e.g., natural disasters or climate change impacts).

## **2. Risk Assessment**

- a) **Likelihood and Impact:** Assess the probability of each risk occurring and its potential impact on the Polytechnic.
- b) **Risk Prioritisation:** This is made up of High-priority risks (high likelihood and significant impact) and Low-priority risks (low likelihood or minor impact).

## **3. Risk Mitigation Strategies**

Develop strategies to minimise or eliminate risks such as:

### **Operational Risks:**

- a) Invest in modernising infrastructure and adopting technology-driven solutions.

### **Financial Risks:**

- a) Diversify funding sources through partnerships, grants, and endowments.
- b) Implement robust financial management practices.

### **Academic Risks:**

- a) Regularly review and update curricula to align with industry needs.
- b) Enhance various schools training and student support systems.

### **Regulatory and Compliance Risks:**

- a) Establish a compliance team to monitor and adapt to policy changes.

### **Technological Risks:**

- a) Incorporate emerging technologies into teaching and administration.
- b) Promote continuous professional development for staff.

#### **4. Risk Monitoring and Review**

Establish a **Risk Management Committee** responsible for:

- a) Tracking identified risks.
- b) Monitoring new and emerging risks.
- c) Reviewing the effectiveness of mitigation strategies.

Use **Key Risk Indicators (KRIs)** to measure risk exposure over time.

#### **5. Risk Communication**

- a) Foster a culture of risk awareness across all levels of the Polytechnic.
- b) Regularly update stakeholders (e.g., staff, students, council members) on risk management efforts.

## CHAPTER TEN

### CONCLUSION/EXPECTED OUTCOMES

This **Strategic Plan** provides a roadmap for Kogi State Polytechnic to achieve sustainable growth, enhance academic quality, and strengthen its impact on society. However, commitment of all stakeholders is required to make the vision a reality. The following are the expected outcome from a successful implementation of the Strategic Plan:

- a) Enhanced academic and institutional reputation.
- b) Increased enrolment and graduation rates.
- c) Stronger links with industry and the community.
- d) Financial and operational sustainability.
- e) Improved contributions to state and national development goals.

#### COMPOSITION OF THE COMMITTEE ON STRATEGIC PLAN (CSP) FOR THE YEAR 2025-2030

1. Dr. Samuel Taiwo Olowo	Deputy Rector	Chairman
2. (Dr) Adeika Obaro Obadaki	Bursar	Member
3. Mrs. Ozohu Omolola Mohammed Audu	Polytechnic Librarian	Member
4. Engr. Adamu Abdullahi Ayni	Director, Works & Services	Member
5. Mrs. Ardlene Omolola Balagbogbo	Dean Sch. of Gen. & Comm. Studies	Member
6. Dr. (Mrs) Ruth Anyalewa Haruna	Dean, Sch. of Mgt. Studies	Member
7. Mrs. Leah Tinuola Omolegbe	Dean, Sch. of Preliminary Studies	Member
8. Mr. Umoru Ibrahim	Dean, Sch. Of Art, Design & Printing	Member
9. Dr. (Mrs.) Oluwakemi Sade Ayodele	Dean, Sch. of Applied Sciences	Member
10. Dr. Jacob Jide Pelemo	Dean, Sch. of Agricultural Technology	Member
11. Engr. Dr. Mohammed Alhaji Adamu	Dean, Sch. of Engineering Technology	Member
12. Tpl. Dr. Samuel Sunday Abraham	Dean, Sch. of Environmental Technology	Member
13. Dr Daniels Emmanuel Alkali	Dean Sch. of Part-Time & Voc. Studies	Member
14. Mr. Abdulmumin Umar	Dean, Students' Services	Member
15. Barr. William Ameh	Director, Legal Services	Member
16. Dr. Godwin Ojodomo Onamah	Director, Advancement, Support & Linkages	Member
17. Dr. Joel Akowe	Director, Academic Planning	Member
18. Dr. (Mrs) Acharu Faith Tony-Okeme	Director, Entrepreneurship Development	Member
19. Mrs. Uredo Omale	Director, Public Relations & Protocol	Member
20. Dr. Fatai Kolade Lawal	Director, SIWES	Member



21. Mr. Rock Adeiza Ezekiel	Director, ITRC	Member
22. Mrs. Yemisi Joseph	Director, Quality Assurance	Member
23. Mr. Abdulrahman Itopa Suleiman	Director, Research & Innovation	Member
24. Arc. Felix Ojonumi Idoko	Director, Physical Plan. & Development	Member
25. Mr. Batran AgumAbaya	Director, Internal Audit	Member
26. Dr. Kabir Anivasa Shaibu	Director, Health Services	Member
27. Mr. Tairu Nuhu Momoh	HOD, Mass Communication	Member
28. Mr. Emmanuel Onuh Attah	Chief Security Officer	Member
29. Mr. Mosobalaje Ademola Azeez	GM, Kogi Poly Consult Nig. Ltd	Member
30. Mr. Sunday Aiyeetan	Registrar	Secretary

## PICTURES OF SOME COMPLETED BUILDING PROJECTS (2020-2024)



**ACADEMIC OFFICE COMPLEX**



**CAREER SERVICE CENTRE  
(REGISTRAR'S FORMER OFFICE)**



## **PICTURES OF SOME COMPLETED BUILDING PROJECTS (2020-2024)**



**TRACTOR AND IMPLEMENTATION WORKSHOP, ITAPKE**



**COMPUTER BASED TEST (CBT) CENTRE EXTENSION**



## MASTER PLAN SHOWING KOGI STATE POLYTECHNIC LOKOJA





**MASTER PLAN SHOWING KOGI STATE POLYTECHNIC  
ITAKPE CAMPUS**



# STRATEGIC PLAN 2025-2030





# STRATEGIC PLAN 2025-2030

*CONSOLIDATION OF ACADEMIC EXCELLENCE*



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