

**A FIVE YEAR STRATEGIC PLAN 2017-2022 OF
RAMAT POLYTECHNIC, MAIDUGURI
BORNO STATE**

RAMAT POLYTECHNIC PUBLICATION

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FORWARD

After 39 years of operation, the Ramat Polytechnic has already significantly improved the study options for Polytechnic learners. This has been achieved through the delivery of more than 40 nationally accredited programmes.

The Polytechnic is charged with the responsibility of training of students both in character and learning to meet the middle-level manpower.

During the past years, the Polytechnic has focused on improving access to our courses and services, particularly in rural and urban communities.

Our students continued to receive widespread recognition for their accomplishments in their workforce and academic pursuance in other institutions of higher education within and outside the country.

The 5-year strategic plan will serve as institutional direction in focusing directions that encompass the vision, Ramat Polytechnic Maiduguri is driven by the belief that development (National or International) is based on knowledge and knowledge management. The Polytechnic gives regard to the professional human resource requirements of the country and those of the region and beyond. To this end, the Polytechnic strives to lead students to maturity and to assume their economic and social responsibilities including a sense of responsibility, a problem-solving approach, integrity and immune attitude toward others.

The 2017-2022 strategic plans identify the priority actions the Polytechnic intends to take within the period. Indeed, the

preparation of the strategic plan afforded us the opportunity to appraise the programme of the Management of the Polytechnic in terms of the extent to which the Master Plan had been implemented for infrastructures and academic programme over the years.

The Polytechnic strategic Planning Committee has done a very good job in providing the 5-year strategic plan and that the benefit that would result in implementing the plan would adequately meet the aspiration of all stakeholders of the Polytechnic.

M.Z. Kyari

Rector

CHAPTER ONE

HISTORICAL DEVELOPMENT OF THE POLYTECHNIC

In January 1973, the defunct North-Eastern State Government established a Technical College to cater for products of the former Crafts Schools. As time went on, however, the need for middle-level manpower was heightened, especially with the creation of Borno State and the migration of a large number of staff indigenes of Bauchi and Gongola States. While there were few indigenes of Borno State in the Universities, at the same time, such graduates occupy higher cadre in the Civil Service leaving a yearning gap between the junior and senior cadre. There was, therefore, a serious need to fill his gap. Although, the Kaduna Polytechnic (jointly owned by the then 11 Northern States) was producing this level of manpower, it became apparent that it would not meet the needs of all the States due to limited resources. The Borno State Government, therefore, considered it wise to establish its own College of technology to produce enough middle level technicians and technologists in areas like Engineering, Architecture, Land Surveying, Management, etc. This led to the birth of Ramat College of Technology in 1978, in place of the Ramat Technical College.

The Ramat College of Technology was established in April 1978 by Borno State Edict No.7 of 1978 as a State Polytechnic. The Institution which was then called “Ramat College of Technology” was empowered according to the Edict, “to provide for studies, training, research and development of techniques in

applied science, engineering, management and commerce as well as in other spheres of learning”. It was also to provide facilities for:

- a) course of instruction (full and part-time) leading to the award of diplomas, certificates and other distinctions in scientific, technological, managerial and such subjects at the intermediate level of manpower;
- b) special training courses, whether leading to distinctions or not, taking into account at all times the requirements of the Borno State Ministry of Education and the intermediate level of manpower need of the state in particular and the country in general;
- c) development of techniques in appropriate technology which would improve the lot of the common man;
- d) arrange for conferences, seminars, study groups, relative to the field of learning;
- e) such other activities as may in the opinion of the Council may serve to promote the objectives of the Polytechnic.

The Ramat College of Technology was re-named Ramat Polytechnic in 1979 in accordance with a directive from the Federal Government, that all Colleges of Technology be re-named Polytechnics. The Institution started bearing the name of “Ramat” in 1976 to immortalise our beloved former Head of State and Commander-in-Chief of the Nigerian Armed forces, General Murtala Ramat Muhammad who departed this world on the 13th February, 1976.

The Ramat Polytechnic took off with 300 students offering Trade, City and Guilds Certificate courses in 4 departments namely

Mechanical, Civil, Electrical and Agricultural Engineering. The first set of diploma students were admitted in 1979/80 academic session.

There has been considerable efforts expended on developing Ramat Polytechnic learning process focused on providing holistic education programmes to young and mature-aged students alike, with programmes and appropriate support to ensure each student achieve their potentials.

The Polytechnic has grown steadily over the years both in student population, staff, programmes and academic departments. The student's population had risen from 300 at the initial to now over 10,000 students, from handful of staff to about 1,000 staff both academic and non-academic. The academic departments also rose from 4 to 27. The Institution also offers 52 programmes at the National and Higher National levels, as well as the Nigerian Certificate in Education (Technical and Business), Polytechnic diploma and Certificate. Almost all the programmes are accredited by either National Board for Technical Education (NBTE) or National Commission for Colleges of Education (NCCE).

LOCATION

Ramat Polytechnic is located along Jos-Kano Road situated in the city of Maiduguri, surrounded by Public Primary school to the North, Police Playground to the East, Police College to the South and Government College to the West.

THE PHILOSOPHY

The philosophy of the Ramat Polytechnic, Maiduguri is reflected in its motto "Training for Service" and it is being pursued

by provision of courses of instruction, training and research in technology, applied science, commerce and management.

THE OBJECTIVES

- To provide facilities for course of instruction (full and part time) leading to award of diplomas, certificates and other distinctions in scientific, technological, managerial and such subjects at the intermediate level of manpower.
- To provide special training courses, whether leading to distinction or not, taking into account at all times the requirements of the Borno State Ministry of Education and the intermediate level of manpower need of the State in particular and the country in general.
- Development of technologies in appropriate technology which improve the lot of the common man.
- Arrange for conferences, seminars, study groups, relative to the field of learning.
- Such other activities as may in the opinion of the council serve to promote the objectives of the Polytechnic,

CHAPTER TWO

2.1 FORMULATION OF VISION AND MISSION STATEMENTS

VISION

To be a reknown Polytechnic in the African content specialized in the training of industrial and entrepreneurial graduates for the development of the society.

MISSION

- To build a virile and outstanding academic institution.
- To create conducive and motivating academic environment for both students and staff in realizing the dreams and future expectations of the individuals and nation at large.
- To establish and maintain a functional entrepreneurship centre for the purpose of self-employment.

CORE VALUES

Our core values include the following: resourcefulness, accountability and transparency, academic excellence, innovative and training for service, employment and the economy and internationalization.

Resourcefulness

- Developing and delivering learning experiences that challenge and stretch learners.
- Well positioned and equipped to handle studies of higher learning.
- Finding practical solutions to problems

Accountability and Transparency

- Delivery results and measuring success
- Being financially accountable

- Managing risk
- Doing what we say we will do
- Judicious managing of finances
- In our staff, our programmes and our facilities

Academic Excellence

In our staff, our programmes and our facilities

Innovative

- Searching for and open to, new and better ways of doing things.
- Developing of technological skills and work

Training for Service

Our graduates are trained to serve

Employment and the Economy

- Ensuring a future skill development focus for alleviating skills shortages and ensuring a comprehensive response to re-skilling and career change demands as a result of unemployment and redundancy.
- Developing dynamic employment strategies for meeting the job and career aspirations of younger people.

Internationalization

- To ensure Ramat Polytechnic becomes an effective player in international academic challenges.

The Polytechnic was involved in linkage programme with Warwick University in the United Kingdom funded by the Commission of the European Union under the auspices of the North arid Zone Development Programme. The Polytechnic had

institutional linkage and Human resource Development agreement with the University of Georgia, United States of America. Ramat Polytechnic is a frontline member of the Commonwealth Association of Polytechnics in Africa. Ramat Polytechnic is both nationally and internationally acclaimed Higher Institution of learning with great and unlimited potentials.

Efforts are being made to enter into collaboration with Anglia Ruskin University, United Kingdom to improve both staff and students development.

2.2 GOVERNANCE AND ADMINISTRATIVE STRUCTURE

The Ramat Polytechnic is managed by the Governor Council which is the highest policy-making organ of the Institution. The Council is appointed by the State Government. It is responsible for the general management of the affairs of the Polytechnic. The Governing Council delegates some of its powers to Council Committees (See Table 2.2).

However, in the absence of the constituted Governing Council, extended Management Committee which is made up of the Principal Officers and Academic Directors of the Polytechnic take up the responsibilities of the Council.

There is also Academic Board as policy-making body. Its main function is the regulations of the academic policy of the Institution. It comprises Rector, Deputy Rectors, Registrar, Academic directors, Heads of Academic Department, Chief Librarian and 2 other members representing the academic staff. The Rector is the Chairman and the Registrar as the Secretary to the Board.

The Principal Officers of the Polytechnic include the Rector, Deputy Rectors, Registrar, Chief Librarian, Bursar and Director of Works.

The Rector is the Chief Executive and financial officer of the institution. He is responsible to the Council for managing the affairs of the Polytechnic. He is being assisted by the 2 Deputy Rectors.

The Registrar is the Chief Administrative Officer who is responsible to the Rector for the day-to-day administration of the Institution. The Bursar is responsible to the Rector for the management of the finances of the Polytechnic. The Chief Librarian is responsible for the custody and procurement of books and periodicals for the Polytechnic library, also responsible to the Rector. The Director of Works is responsible for the maintenance of all Polytechnic buildings, vehicles, generators and other infrastructures.

The Academic Directors are responsible in overseeing the affairs of their respective Schools and Directorate. The Heads of academic department are responsible to their respective Directors for managing the affairs of their respective Departments.

The Polytechnic is also managed through Committee structure, with all major policy decisions taken at Committee levels.

Other functions carried out by subordinate staff also fall part of administrative structure of the Polytechnic.

Table 2.1: Functional units provided in the Master Plan of the Polytechnic

(a)Academic: Core	(b)Staff Auxiliaries	(c)Infrastructural Facilities
<p>Business Admin & Management, Accountancy. Office Technology & Management, Banking/Finance, Marketing, Purchasing & Supply, Social Services, Agric Extension & Management, Animal Health & Production Technology, Hospitality Management Technology, Nutrition & Dietetics, Food Science Technology, Civil Engineering, Electrical/Electronic Engineering, Post Harvest Technology, Mechanical Engineering, Surveying & Geoinformatics, Building Technology, Urban & Regional Planning, Architecture, Computer Science, Computer Engineering, Public Administration, Soil & Water Engineering, Quantity Surveying. In addition, the a academic core area must</p>	<p>Staff Club Staff Primary School/Nursery</p>	<p>Clinic Mosque Water Tower</p>
	<p>(d) Sports centre</p>	<p>(f) Services</p>
	<p>Football Field and Track Lawn Games Basketball Field Sports Hall for Indoor Games</p>	<p>Maintenance: Department security gates (g) Staff Accommodation</p>
	<p>(e) Students</p>	<p>Accommodation of varying types for Heads of departments/different</p>
	<p>Accommodation</p> <p>* Male student hostel 3-Blocks (52 rooms/block) * Female Hostel 1-block</p>	<p>categories of senior staff, intermediate staff and junior staff</p>

(a)Academic: Core	(b)Staff Auxiliaries	(c)Infrastructural Facilities
accommodate such facilities as: <ul style="list-style-type: none"> • Administrative Building • Departmental Offices • Lecture Room/Hall/Theatre • Library 		

The Institution is managed by Committee system as provided in the Ramat Polytechnic Edict of 1978 or scheme of service (1987). Some of the Standing Committees of the Governing Council, Academic Board and Management include the following:

Table 2.2: Polytechnic Committees

Governing Council Committees	Academic Board Committees	Management Committees
<ul style="list-style-type: none"> • Staff Disciplinary Committee • Senior Staff Appointments and Promotion Committee • Tender Board • Finance and General Purpose Committee 	<ul style="list-style-type: none"> • Students Disciplinary Committee • Sports Committee • Examination Malpractice Committee • Polytechnic Admin Committee 	<ul style="list-style-type: none"> • Loan Committee • Staff Development committee • Housing Committee • Polytechnic Management Committee

Governing Council Committees	Academic Board Committees	Management Committees
	<ul style="list-style-type: none"> • Lecture Time-Table Committee • Publication Committee 	<ul style="list-style-type: none"> • Minor Work Committee • Staff Appraisal Committee

2.4 ACADEMIC PROGRAMMES OF STUDY OFFERED BY THE INSTITUTION

The Institution provides courses of instruction and training in fields of Applied Sciences, Technology, Engineering, Environmental Science, Management and Commerce. The National Board for Technical Education (NBTE) accredited National and Higher National Diploma programmes provided in the Institution are mounted in schools shown in Table 2.3.1.

2.5 ORGANIZATION AND ADMINISTRATION

The organization of the Polytechnic indicates that six academic schools and 10 service units make up the main components of the institution. Heads of the components report directly to the Rector, the Chief Executive of the Institution. The service units are Registry (the Central hub of the Administration, the Library, the Bursary, the works and Services, the Polytechnic clinic, the Academic Planning Unit, THE Quality assurance Unit, Directorate of Student Affairs, Poly Consult and the Internal Audit. The Academic Schools from where the academic programmes mounted are the Schools of Agriculture and Applied Sciences,

Engineering, Environmental Studies General Studies, Vocational & Technical Education headed by a Director, each School consists of not less than four academic departments. For purposes of control and coordination, the departments link with the Central Administration through their respective Directors.

Table 2.5.1: List of Academic Programme offered in the Polytechnic

School of Agric Science & Technology	School of Environmental Studies	School of Management	School of Engineering	School of Vocational/ Technical Education	General Studies
ND Agric Technology	ND Architecture	ND Accountancy	ND Civil Engineering	ND Statistics	Remedial Arts
ND Hospitality Mgt. Tech.	ND Building Tech	ND Bus Admin & Mgt	ND E/E Eng.	NCE Business (Acct Option)	Remedial Science
ND Food Science Tech	ND Surv. & Geoinfo	ND Banking/Fin.	ND Mech. Eng.	NCE Bus (O/E Option)	Pre-NCE (Technical)
ND Nutrition & Dietetics	ND Urban & Reg. Planning	ND Marketing	Eng.	NCE Building Tech.	Pre-NCE (Business)
ND Animal Health Production	Certificates in Land Surveying	Purchasing/ Supply	HND E/E Telecom	NCE E/E Tech.	Pre-ND Est. Mgt.
ND Science Lab Tech	HND Urban & Regional Planning	ND Office Tech & Mgt.	HND E/e P/Machine	NCE metal Work Tech.	Pre-ND OTM
ND Computer Science	ND Estate Management	ND Public Admin	HND Post Har. Tech.	NCE Wood Work Tech.	Pre-ND URP
HND Agric Extension & Mgt.	HND Architecture	Social Work	HND Soil & Water Eng.	Certificate in Business	Language & Liberal Studies
HND Animal Health		HND	HND Farm Power & Mach.		

School of Agric Science & Technology	School of Environmental Studies	School of Management	School of Engineering	School of Vocational/ Technical Education	General Studies
& Production Tech. HND Pest Management Technology		Accountancy HND Banking/Fin. HND Office Tech & Mgt. AEO Acct/Audit Certificate in Accountancy			

CHAPTER THREE

3.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

The most important step in responding strategically and effectively to the changing environment is to analyse both internal factors (i.e. strengths and weaknesses) and external factors (i.e. opportunities and threats) SWOT as it will affect the way how the Institution will operate.

The information about SWOT would be used to generate ideas for strategic actions and will assist the Polytechnic in decision making.

SWOT ANALYSIS DIAGRAM

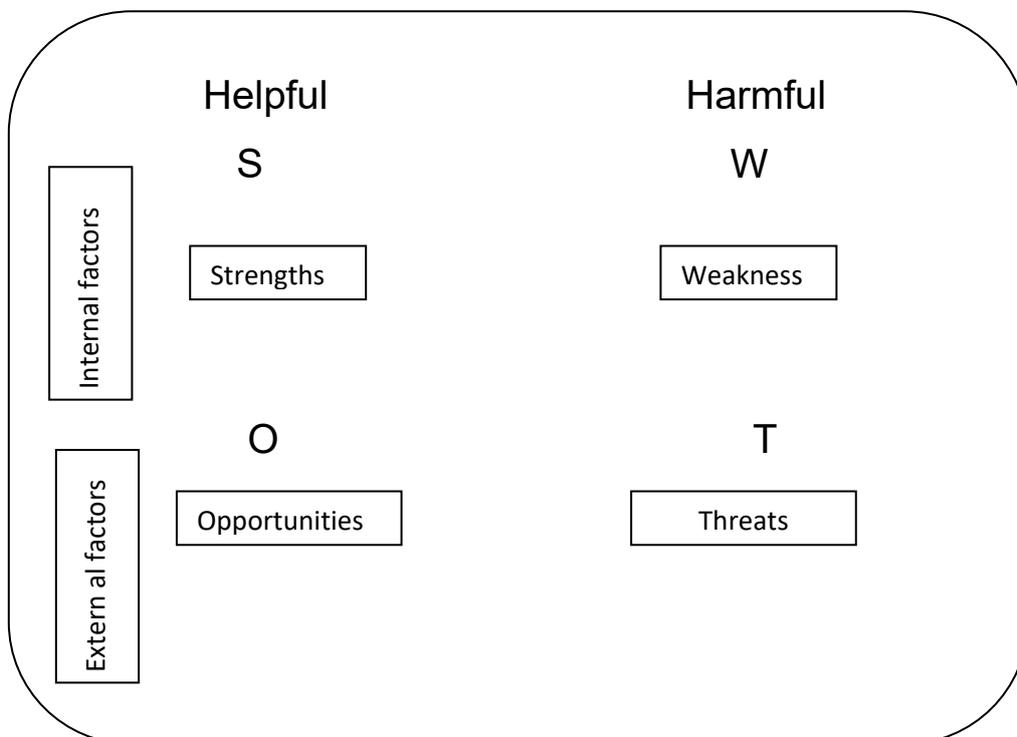


Fig. 3.1

3.1.1 STRENGTHS

Organisational strengths are those assets that confer advantage to an organization to enable it perform better and higher than its rivals or peers. These strengths include:

- Good reputation and good name garnered from years of quality products in the education sector.
- Access to health facilities by staff and students.
- A full-fledged Polytechnic with varied academic programs in science, engineering and humanities.
- Consultative and participatory governance structure involving committee structures that enhance information flow and decision making process.
- A large competitive staff recruitment process.
- A high number of applicants seeking for admission.
- Over 90% of our academic programs are accredited by different supervisory bodies.
- Ability for the expansion for more academic programs.
- Positive drive towards Internally-Generated Revenue (IGR)
- Second generation Polytechnic that attracts people from all over the country and beyond.
- A well established position with well defined areas of quality training.

3.1.2 WEAKNESSES

Weaknesses can be said to be lack of or absence of strength and they may include:

- Inadequate research equipment/facilities for staff and students.
- Poor roads networks drainage system, water and electricity supply.
- Poor maintenance culture of physical facilities
- Inadequate students hostel facilities to accommodate the growing students' population.
- Low-internally generated revenue
- Indiscipline among staff and students
- Inadequate housing and facilities to members of staff
- Inadequate manpower
- Erosion encroachment to the school compound.

3.1.3 OPPORTUNITIES

- Increasing demand for admission into the Institution.
- Adoption of Information Technology in classroom facilitation
- Location of the institution bordering the neighbouring countries
- Positive demands for programmes or courses that enhance environmental development.

3.1.4 THREATS

- Staff turnover in search for greener pastures.
- Frequent and unending strike actions by different Unions.
- The inconsistent nature of government policies and poor implementation of agreements like HND/Degree dichotomy autonomy, academic freedom, etc.
- Inadequate and irregular funding to the Polytechnic.
- Political instability.
- Insecurity

3.2 ACHIEVEMENTS

Over the years, Ramat Polytechnic has recorded significant achievements in various areas. This institution was the first Polytechnic in the country chosen to be Centre of Excellence, in the establishment of Post Harvest Storage and handling Technology. This development was as a result of academic excellence recorded over the years. Ramat Polytechnic has kept its mandate in focus as it continues to train individuals who are leading lights in all spheres of human endeavour across the globe. The Polytechnic has distinguished itself in institution of higher learning in areas of research and training. These individuals have impacted positively on national and global development.

In recent times, the Polytechnic has experienced tremendous development not only in its academic curricular but also in its infrastructure. More academic programmes are being mounted while the existing ones are maintained to meet the contemporary

demands and prepare for the future challenges arising from the present globalized and knowledge-drive world economy.

The Ramat Polytechnic also graduated over 50,000 graduands and are contributing their quota in different fields to the development of the state and the nation in general. The Ramat Polytechnic also trained unemployed youth on the skill acquisition scheme for self-employment, the Polytechnic constructed hospital beds, tables and chairs for secondary schools for State Government. The Polytechnic won various awards such as Best Polytechnic technology Exposition, Industrial Training Fund (ITF) as 2nd Best Performed Polytechnic in 2006-2007 Students Industrial Work Experience Scheme (SIWES) activities, award of Excellence in recognition of training in the building profession by Nigeria Institute of Builders, just to mention a few.

Our notable achievements are the establishment of entrepreneurial development centre, establishment of E-library and Information Communication Technology (ICT), Physical Planning Unit, Academic Planning Unit, Block-laying Industry, Package Water Industry and Installation of 33 KVA electricity line.

In the area of sporting activities, our students won gold medals in some events, silver and bronze in different events in all Nigerian Polytechnics Games (NIPOGA).

In the area of training, many academic staff were sponsored for further studies leading to Masters Degree and Ph.D programmes within and outside the country.

Many qualified academic staff were employed to meet the manpower resources demands. In the area of developing our staff,

both academic and non-academic staff were sponsored to attend conferences, seminars and workshops within and outside the country.

Another achievement in the history of the Polytechnic is the establishment of Printing Press Centre to cater for all printing work in the Polytechnic. Ramat Polytechnic ultra modern clinic was also built which is staffed and equipped with medical facilities to meet the demands of staff and students. The Polytechnic achievements are too numerous to mention.

CHAPTER FOUR

4.1 2017-2022 STRATEGIC PLAN

This chapter represents our strategic plan for the next 5 years. During this time, we aim to involve staff in growing community development skills and participating in building a stronger, more inclusive Ramat Polytechnic. We will take as our base 39 years of experience in empowering Ramat Polytechnic to care and take action in both local and international community. Through the process of contributing we know that we can all gain insights and skills that better equip us to succeed in our various roles as students, parents, workers and as well active citizens. If we achieve the goals and objectives described in this document, we will be able to continue expend our programmes across from now and beyond.

The skills, energy and commitment of its people are the cornerstones of the Polytechnic's future success. All staff, management and students will understand, engage with and contribute to the achievement of our vision, mission statement and our core values.

The following projects are set to be executed within a 5 year period.

4.1.1 Office Accommodation

- (i) Office accommodation for various cadres
- (ii) Students Affairs Complex
- (iii) Office complex for Academic and Record Office

4.1.2 Classrooms/Facilities

- (i) 2 storey buildings of 16 classrooms with offices fully equipped with tables and chairs.
- (ii) Lecture theatres (2 twins) accommodating 500 students each
- (iii) Examination halls (2) accommodating 500 students each

4.1.3 Workshops/Laboratories

- (i) 10 workshops for Sciences and Engineering equipped with relevant equipments and other facilities.
- (ii) 12 modern laboratories for Engineering, Sciences, Environmental and Vocational Schools

4.1.4 Studios/Seminar Rooms

- (i) 5 studio rooms for various programmes equipped with modern and relevant facilities.
- (ii) Procurement of 40 units projectors for PowerPoint presentation

4.1.5 Library

Library complex with 3,000 seating capacity equipped with appropriate facilities

4.1.6 Sports/Sporting Facilities

- (i) Construction of Polytechnic Sports centre with 2,000 seating capacity
- (ii) Sports Office complex
- (iii) Standard multipurpose indoor game halls
- (iv) Construction of courts, basketball, handball and lawn tennis, etc
- (v) Construction of hockey field

4.1.7 Vehicles

- (i) 16 assorted vehicles (cars) for various Schools and Units for excursions, field trips, etc.
- (ii) 4 number Marcopolo (40-seater) for the use of State/School student
- (iii) Four (4) eighteen seater bus

4.1.8 Works and Maintenance Department

- (i) Construction of new works and maintenance Department along also with fuel shortage and fire fighting station
- (ii) Road network and drainages
- (iii) Water supply and reticulation
- (iv) Construction of Guest House
- (v) Construction and equipping the security unit
- (vi) Construction of twin ICT Centre of 200 capacities each
- (vii) Construction of tourism village with modern equipment

4.1.9 Centre for Entrepreneurship Development

Construction of a modern and well equipped centre for Entrepreneurship development for the Polytechnic. The Centre if fully developed, will provide opportunity for both staff and students, as well as the immediate environment to be self-employed and generate more revenue. Such skills as:

- i) Embroidery
- ii) Tailoring
- iii) Metal work
- iv) Welding fabrication
- v) Hair dressing saloon

vi) Fashion designing

vii) Bricklaying

viii) Bakery/pastry, etc

Shall be developed in the Centre

4.1.10 Construction of Students Hostels

The Polytechnic intends to construct more hostels for male and female students to accommodate at least 3,000.

4.1.11 Establishment of Ultra-Modern Diagnostic Unit in the Clinic

4.1.12 Construction of Training Kitchen with Modern facilities

Training kitchen for Hospitality Management Technology is to be constructed to meet the requirements of NBTE.

4.1.13 Establishment of Commercial farm of 200 hectares with all necessary modern facilities including a green house.

4.1.14 Setting up of Meteorological Station with Modern Equipment

There is need to have functional and standard meteorological station to meet the practical needs of some programmes in the Polytechnic and to supply data to the national network.

4.1.15 Renovation of Staff Quarters

The staff houses are dilapidated over the years. To keep the staff motivated, the houses would be renovated and new ones are also to be constructed.

4.1.16 Construction of Engineering Complex complete with landscaping and necessary facilities.

4.1.17 Construction of 2 Computer Centres with facilities

4.2 STRATEGIC FOCUS: OUR STAFF

Appropriately qualified, highly prepared and motivated workforce working toward a common goal is essential if the Polytechnic learning model is to be achieved effectively.

Objectives

- Standard of teaching and learning facilitation that support the Polytechnic learning model are aligned with teaching qualification in education.
- Staff have access to development opportunities within and outside the country that support professional growth and succession planning.

4.3 STRATEGIC FOCUS: OUR STUDENTS (LEARNERS)

Our students (learners) are at the centre of everything we do. We must ensure that all our learners receive the highest quality learning experience.

Objectives

- Know and understand our students (learners)
- Equitable learning environment for all students
- Infrastructure is aligned with learner's needs
- Effective provision of services contributing to a positive experience for all learners
- Polytechnic education is clearly defined and embedded

4.4 NEW PROPOSED PROGRAMMES

The Polytechnic is putting machinery in place to mount 12 new programmes. The programmes are:

- i) ND Food technology
- ii) B/Tech. Education
- iii) HND Civil Engineering
- iv) ND French
- v) NCE Marketing/Distribution Education
- vi) HND Statistics
- vii) ND/HND Environmental Technology
- viii) ND Mass Communication
- ix) ND/HND Social Development (Knitting & Tailoring option)
- x) PGD Accounting
- xi) HND Purchasing & Supply
- xii) HND Building Technology
- xiii) HND Biochemistry
- xiv) HND Environmental Biology
- xv) HND Estate Management
- xvi) HND Surveying & Geoinformatic
- xvii) HND Landscape Architecture
- xviii) HND Computer Science
- xix) ND Fishing Technology
- xx) ND Hides & Skin

4.5 TRAINING OF ACADEMIC STAFF

Academic staff are engine rooms for all academic activities and as such they have been properly trained to face modern challenges. Training and development of academic staff will be a priority in this strategic plan. At least 75 staff will be sponsored to pursue Masters and 15 Ph.D in specialist field.

The studies will be within and outside the country. More staff members will be sponsored to attend conferences and seminars.

4.6 EXECUTION AND APPRAISAL OF STRATEGIC PLAN IMPLEMENTATION

The strategic objectives or targets outlined in the preceding sections represent the Management challenges for actualizing the desired development in the Polytechnic in the next 5 years. Achievement of the set objectives is premised on the execution of the strategic actions and within the target time frame. To facilitate successful implementation of the strategic objectives therefore, specific officers, units, departments and or committees have been identified as key players in getting the strategic actions executed. The Polytechnic leadership represented by the Management must have the will to get things done at the right time. Staff must be sufficiently motivated and rewarded for the implementation of the strategic actions. Above all, the dream of achieving the strategic objectives should be shared by all stakeholders in the Polytechnic and they should be carried along in strategic implementation efforts.

Other key factors in the successful implementation of the strategic plan are the monitoring and evaluating which are essentially the duty of the Polytechnic Management. Periodic appraisal of the performance of the strategic implementation effort is necessary and the mechanism for doing this should be put in place. The preferred evaluation strategic actions in the preceding sections have been executed on a standard scale of scores. The overall average score will be taken as the performance of

management capability for implementing the strategic plan. The appraisal will be done bi-annually to enable modification of strategic action and indeed of the plan, if necessary.

CHAPTER FIVE

EXECUTIVE SUMMARY

The development of a strategic plan for the Ramat Polytechnic, Maiduguri is a milestone in the history of the Polytechnic since its inception 38 years ago.

The strategic plan provides the institutional direction to achieve the Ramat Polytechnic vision, mission and core values of the Polytechnic as stated in the plan.

The first Chapter provides historical development of the Polytechnic, location, the philosophy and objectives, while Chapter Two describes the formulation of vision, mission, core values, governance and administrative structure and academic programmes of study offered by the Institution. Chapter Three describes the strengths, weaknesses, opportunities and threats (SWOT) of the Ramat Polytechnic and achievements made.

Chapter Four provides the 2017-2022 strategic plan, our strategic focus (our staff), strategic focus (our students), new programmes, training of academic staff and execution and appraisal of the strategic plan implementation.