KATSINA STATE INSTITUTE OF TECHNOLOGY & MANAGEMENT

B E Y O N D   K N O W - H O W

STRATEGIC PLAN

2021 – 2024

EXCECUTIVE SUMMARY

This Strategic Plan document articulates a planning process for Katsina State Institute of Technology and Management for a period of four years (2021-2024). The commitments, goals, and strategies set forth in the plan indicates the direction the Institute will take in order to maintain and enhance excellence in all of its endeavors; excellence in the Institute's core mission activities of teaching, research, and community service will be the primary focus for planning throughout the Institute.

The Institute recognizes it's potential to provide an excellent and sustainable learning environment that delivers a dynamic curriculum, informed and driven by academic discovery, which will equip students with the reasoning, communication, entrepreneurial and analytical skills that will enable them to lead meaningful lives innovatively.

This document therefore lays emphasis on the following core areas;

- Quality education is the Institute's academic foundation; a commitment to excellence in education is core to the institute's existence. Katsina State Institute of Technology and Management aspire to be recognized as a leader in learning, teaching, research and innovation at regional, national and international levels.
- Innovation(s) that shapes lives and society is central to the mission of the Institute and to the achievement of its aims. The Institute values what innovation is, what it does and those who will undertake it - not only within its own academic community, but also through communications with the wider research and innovation community with which the Institute will collaborate, research and innovation that will benefit society, culture and the public interest. The Institute will pursue research and innovation at the highest levels of excellence, raise and promote technological engagement and science awareness, and release ideas and technologies which will promote economic growth and contribute towards the development of society.
- Computer and information technology are the basic tools for teaching and administration processes of the Institute in order to provide its students with the knowledge and skills they need in the Information age and to furnish the Institute with the tools it will need to function in this era of information technology.
- The Institute Library which is geared towards providing E-resources to a larger extent, to supports the core activities of the Institute in both teaching and research and innovation.

- A strong maintenance culture for infrastructure which will support teaching, research and innovation and provide a convenient environment for staff and student to work and learn.
- Attracting outstanding people across all fields of endeavor, both faculty and staff who will support the Institute in the pursuit of its goals and objectives.
- Work more closely with the students' union to promote respect for diversity and understanding of the worth and dignity of all students regardless of race, religion, nationality, age, gender, culture, ability, or socio-economic status; and with the Institute's alumni to build a strong sense of commitment to the Institute and to make meaningful contribution to their respective communities.
- Secure diverse independent funding streams to support the Institute's ambition.

This document however, does not capture all that the Institute wants to do; it is meant, instead, as a reference point, given our knowledge of the current state of affairs, from which to focus the Institute's efforts and make effective use of its resources.

KATSINA STATE INSTITUTE OF TECHNOLOGY AND MANAGEMENT (KSITM) – AN INTRODUCTION

Katsina State Institute of Technology and Management (KSITM), formerly Ibrahim Shehu Shema ICT and Business Institute Katsina was established by the Katsina State Government out of the desire to improve access to higher education for its citizenry especially in the areas of Information and Communication Technology (ICT) and particularly on Innovative programs. The law No.8 of 2013 establishing the Institute was passed by the Katsina State House of Assembly on 31st December, 2013 and was published in Katsina State of Nigeria official Gazette No.19, Vol.25 on 6th February, 2014. The Institute commenced academic activities in January 2015 with two faculties, and 4 programmes. The Institute will build upon existing academic strength, more faculties, departments and academic programmes (NIDs, NDs and HNDs).

OVERVIEW AND NEED FOR THE NID PROGRAMMES

The Federal Government of Nigeria, through Federal Ministry of Education and accredited by National Board for Technical Education (NBTE) introduced Innovation Enterprise Institution (IEI) to award National Innovation Diploma (NID). NID Program is designed to prepare students to meet the requirements of the labour market by offering industry-oriented knowledge and practical skills in ICT within the context of Nigeria's emerging economy on the world's increasingly competitive scene.

The Program was officially launched by the Federal Ministry of Education in 2007 to provide a credible and respected alternative to Polytechnic/University qualifications without employable skills. With NID, graduates are equipped with technological skills in specific ICT professions opening up in the fast growing knowledge-driven sectors, on completion of academic studies, students are awarded the National Innovation Diploma which is equivalent to National Diploma certificates awarded by polytechnics and Mono-technics within Nigeria.

IEIs and Vocational Enterprise Institutions VEIs are a product of the recent education reform initiatives of the Federal Ministry of Education. They are institutions offering skilled based training at post-secondary and post basic levels to equip secondary school leavers and working adults with vocational skills and knowledge for employability to meet the increasing demand for technical manpower by the various sectors of the economy.

IEIs are classified as National Innovative Diploma (NID). However, much emphasis is laid on practical's to ensure competency of products NBTE say the qualification obtainable is The National Diploma (ND). This qualification is at par with other National Diploma Certificates offered by Polytechnics and Mono-technics. NID is acceptable for HND, Direct Entry to Universities in Nigeria and abroad and preferred by employers of labour because the curricula are industry based.

IMPORTANCE OF THE INSTITUTE TO THE STATE, NIGERIA AND WORLD OVER

Education is one of the most important needs for the wellbeing of individual and that of the society. Thus, education is a powerful instrument of social, political, and economic progress, without which neither an individual nor a society can attain professional growth. Information and communication technology (ICT) is an indispensable part of the contemporary world. In fact, culture and society have to be adjusted to meet the challenges of the information age. Information and communication technology (ICT) is a force that has changed many aspects of people's ways of life. Considering such fields as medicine, tourism, travel, business, law, banking, engineering, agriculture and architecture, the impact of ICT in the past two or three decades has been enormous. The way the fields operate today is vastly different from the way they operated in the past. But if one looks at education sector, there seems to have a little impact of ICT utilization and far less change, than other fields have experienced. However, a lot of people have attempted to explore this lack of activity and influence (Soloway and Pryor, 1996; Collis, 2002). The pervasive influence of ICT has brought about a rapid technological, social, political and economic transformation, which has paved way to network society, organized around ICT. The field of education has not been unaffected by the penetrating influence of information and communication technology.

- ICT has immensely contributed to the quality and quantity of teaching and learning and research in traditional and distance education institutions. The institute would enhance teaching and learning through its dynamic interactive and engaging content and provides real opportunities for individualization of instruction.
- The institute being an Information and communication technology based has the potential to accelerate, enrich and deepen skills, motivate and engage students learning, helps to relate school experience to work practice, helps to create economic viability for tomorrow's workers; contributes to the total development of the state institutions with

sufficient tool it can strengthen teaching and learning and provides opportunities for connection between the school and the world.

● As an ICT based institute, it shall provide opportunities for students to communicate with one another through e-mail, mailing list, chat room and other facilities, which provides quicker and easier access to more extensive and current information. ICT can also be used to do complex tasks as it provides researchers with a steady avenue for the dissemination of research reports and findings.

● The institute shall be use as a tool for addressing challenges in teaching and learning situation; a change agent; and central force in economic competitiveness. As a tool for addressing challenges in teaching and learning, technology has the capabilities for delivery, management and support of effective teaching and learning. As a change agent, it is capable of changing the content, methods and overall quality and quantity of teaching and learning, thereby reducing teachers' workload and ensuring constructivist inquiry-oriented classroom. ICT a central force in economic and social shifts that has technology skill critical to future employment of today's students.

● The role of technology in teaching and learning is rapidly becoming one of the most important and widely discussed issues in contemporary education policy. Experts in the fields of education have agreed that, if ICT is properly used, it holds great promise to improve teaching and learning in addition to shaping work-force opportunities.

● The institute will take the advantage of the resilience of the people to build a technological base and know-how that is befitting the present generation through the concept of sustainability, humanity and innovation that would usher in high-tech industrials and talents.

● It would offer superior one-stop services e.g research development subsidies, on-job training, investment services, labour administration, labour safety and health check business services, infrastructural maintenance, landscaping management, information network implementation, environmental protection, lingual education etc.

● The institute shall house Katsina Business incubator that would incubates more than 250 start-ups and spin-off business in helping to underpin industrial development for the state. In response to rapid changes in industrial environments the institute will serve as enhancer systems, software and services to promote forward-looking technology, innovation in application domains such as: smart living, quality and sustainable environment.

Nigeria is striving hard to play a leadership role in Africa, and Katsina state is very much focused towards making that effort become a reality, hence accords more priority in the development of ICT and business schools, particularly in the period of pragmatic and competitive science and technology, there is an urgent need to pay more prominent attention to the improvement of teaching and learning particularly in Nigerian tertiary institutions. This entails the adoption of information and communication technology (ICT) in the institution. The ICT is an invaluable intervention of this modern time. Its inherent attributes such as accuracy, high speed performance, reliability and capability to store very large amount of data have made it possible for its applicability to all human endeavors including teaching, learning and research in educational institutions, in the light of the foregoing, one must agree to the fact that institutions like KSITM are timely and necessary to achieving the desired goals, hence its establishment and sustenance.

VISION

Katsina State Institute of Technology and Management is a specialized, state-of-the-art school that aspires to be a first-class training Institute, globally acclaimed for innovative, academic and practical teaching and research in business, ICT and other spheres of learning.

MISSION

The mission of the Katsina State Institute of Technology and Management aspires to incubate ideas, disseminate research findings, provide services, train and produce skilled manpower in ICT and Business Studies in synchronization with the needs of the society.

OBJECTIVES

To make certain the realization of the vision and mission for which Katsina State Institute of Technology and Management is established, the law establishing the Institute has defined its objectives. The objectives of the Institute are to

a. Provide qualitative and practical education training, research, services, products and development techniques for information and communication technology, innovative business studies as well as other spheres of learning;

b. Provide professional courses, seminars, conferences, workshops for public and private sectors;

c. Award certificates (Including Industry and professional certificates), National Diplomas, Higher National Diplomas, Post-graduate Diplomas and other distinctions;

d. Undertake any other activities appropriate to the mandate of the institute.

The law establishing the Katsina State Institute of Technology and Management further confers the following power on the Institute. The Institute has powers to:

i. Establish centers, branches, schools, departments and such units of learning, training, research and development as may be required;

ii. Erect, provide, equip and maintain libraries, computer laboratories, workshops, lecture halls, halls of residence, dining halls, sport fields, clinics and other facilities as may be required;

iii. Provide for the welfare of members of staff and students as may be necessary;

iv. Provide courses of study both in academic and professional fields;

v. Prescribe in its regulations the requirements under which persons may be admitted into the institute;

vi. Hold examinations and award diplomas, certificates and other distinctions to persons who have pursued a course of study approved by the Institute and have satisfied such other requirements as the Institute may prescribe;

vii. Without prejudice to the provisions of this law, the Institute may by special arrangement, or affiliation with other institutions of learning, prepare its students for degree, diploma, certificate or other distinctions of such institutions;

viii. Demand and receive payments from any student or any other person attending the institute for the purpose of training and education such fees as the council may from time to time determine;

ix. Demand and receive payments for services rendered by the institute;

x. Acquire, hold, grant, charge or otherwise deal with or dispose of movable and immovable properties of the institute, subject to this law or regulation made there under;

xi. Publish works, sell and/or patents, rights and products, operate or undertake such services as may be deemed consistent with the functions of the institute;

xii. Enter into contracts, establish trust, and act as trustees or managers of any property, legacy, endowment, bequest or gift, solely or jointly with any person or body and to employ or act through the agents in furtherance to the functions of the Institute;

xiii. Undertake consultancy services;

xiv. Prescribe rules for the discipline of students and staff of the Institute;

xv. Do all other acts and things as may be incidental or connected to its functions under this law.

STRATEGIC GOALS

GOAL 1: PROGRAMME EXPANSION AND MAINTAINANCE OF ACADEMIC EXCELLENCE

Our first priority as an Institute is to enhance our learning experience to produce talented graduates with the knowledge and skills essential for critical thinking, meaningful civic engagement, competency, life-long learning and the ability to lead and adapt in a rapidly changing world. KSITM asserts the primacy of its academic function: It is an institution dedicated to learning, teaching, research and innovation, and it will be judged first of all on the quality, strength and competency of its graduates.

Excellent practical and innovative learning being the core of its mission, the Institute will provide high-quality academic programmes that encourage intellectual and physical vitality and help students acquire the habits of mind that sustain lifetime learning.

The Katsina State Institute of Technology and Management shall develop its academic programmes in a structured, carefully planned and well-balanced manner to ensure that adequate human and material resources are always mobilized, allocated and utilized to guarantee quality, prudence and accountability.

OBJECTIVE 1

Provide qualitative and practical education training, research, services, products and development techniques for information and communication technology, innovative business studies as well as other spheres of learning.

Strategies

- Identify Academic and Non Academic Staff requirements for the Faculties and programmes.
- Complete the applications forms for the establishment of the new faculties and programmes.
- Secure NBTE approval.
- Recruit Academic and Non Academic Staff.
- Launch new faculties and programmes

OBJECTIVE 2

Provide professional courses, seminars, conferences, workshops for public and private sectors;

Strategies

- Enhance capacity for integrated planning across the Institute so that academic plans and reviews of departments and faculties address issues of curriculum update.
- Future programming and staffing to be based on existing and emerging areas of educational and research strength.
- Make the academic programmes more accessible, responsive, and flexible.

OBJECTIVE 3

Award certificates (Including Industry and professional certificates), National Diplomas, Higher National Diplomas and other distinctions;

Strategies

- Maintain the current commitment of the Institute of admitting candidates that meet full admission requirement only.
- Introduce rigorous screening points for new students to ensure all students registered meet admission requirements.
- Recruit and retain innovative, dedicated and talented teachers and scholars, and other professionals from diverse backgrounds whose work gives them visibility beyond the classroom and who can lead major programme improvement initiatives.
- Provide academic staff with professional development and support in order to improve teaching, research and innovation.

Performance indicators

Our strategies will have been successful if, by 2024 there is

- More established faculties and departments; HND and other ICT based innovative programmes come on board successfully.
- Standardized and enriched curriculum Institute wide, which meets and surpasses the NBTE requirement.
- Substantial improvement in students' performance in CA's, examinations, practical work, and innovations.
- Students on SIWES and teaching practice showcase excellence in their outings.
- An increase in research projects by students and academic staff.

		2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
OBJECTIVE 1	**STRATEGIES**																
	Identify Academic and Non Academic Staff for the new Faculties	▓	▓	▓	▓	▓	▓	▓	▓								
	Complete applications forms for the establishment of new programmes.				▓												
	Secure NBTE approval					▓											
	Recruit Academic and Non Academic Staff						▓										
	Launch new programmes	▓	▓	▓	▓	▓	▓	▓	▓								
OBJECTIVE 2																	
	Depts. forward proposed curriculum to DAP	▓															
	Curriculum goes back to Depts. For correction		▓														
	Depts. Submit proposed curriculum to Academic Board			▓													
	Approval / adoption of revised curriculum.				▓												
	Staffing on areas of research strength.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Make programmes more responsive & flexible.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 3																	
	Admission of qualified students.				▓				▓				▓				▓
	Rigorous screening of new Students.				▓				▓				▓				▓
	Recruitment of dedicated academics.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Provision of professional Dev. oppt to academics.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

GOAL 2: INNOVATIVE LEARNING DELIVERY TECHNIQUES

The creation of new knowledge and sharing of information are defining features of an ICT driven Institute, so the goal of excellence in the use of information and communication technology is an essential ingredient in achieving academic excellence. Information and communication technology will be one strategy among others that will be pursued by Katsina State Institute of Technology and Management with commitment in order to attain a position of leadership among institutions both within and outside the country.

The revolution in information communication technology is changing the very ways in which teaching and learning are conceptualized by enhancing student access, removing obstacles of time or place, and increasing the level of interaction in learning, and providing a skilled academic workforce empowered with leading edge knowledge in the use of technology devices for effective education delivery.

This strategy will therefore focus in particular on the design, development, and application of information and communication technology in support of teaching, learning, research and innovation, and the design of a comprehensive student data bank to support the examination process.

OBJECTIVE 1

Solid foundation of ICT infrastructure

Strategies
- Build a robust campus Wide Area Network with free access to staff and students.
- Build a campus wide wireless service
- Increase PC to Staff/Student ratio
- Maintenance of ICT infrastructure.

OBJECTIVE 2

Access to net-work resources

Strategies
- Provide staff and students with access to a variety of network services.
- Deployment of User group technology platforms.

- Video Conference solution.
- Lecture streaming solution.
- Real time broadcast and briefing.
- Bulk SMS notification to Staff and Students, etc.

OBJECTIVE 3

Teaching and Learning.

Strategies
- Deployment of an electronic learning management system (eLMS)
- Design and development of a variety of access labs for staff and students' use
- establish a staff learning resources and development centre
- training of core academic staff
- Increase sitting capacity, computers and subscriptions for books and journals at the e-section of the Institute Library.

OBJECTIVE 4

Development of ICT Centre of excellence for research and Innovation

Strategies
- Furnishing and equipping of ICT Centre
- Development of Computer Based Test and Assessment Centre.
- Establishment of ADAPTI Training Centre.

OBJECTIVE 5

Development of Campus Radio

Strategies
- Develop a digital studio.
- Secure NBC license.
- Employment of Staff to manage the station.
- Staff training.

OBJECTIVE 6

Online Collaboration with Peers and Mentor Institutions

Strategies
- Identify and contact Institutions and Learning Centres
- Set up collaboration with identified institutions
- Share ideas and establish Student Exchange Programmes

OBJECTIVE 7

IT Infrastructure Upgrade

Strategies
- Internet BIV upgrade.
- SIV upgrade.
- Enterprise Antivirus deployment.
- Power Backup at the Data Center.
- Implementation of Active Directory.

OBJECTIVE 8

ICT training

Strategies
- Continuously provide training opportunities for technical crew to update their knowledge in the field of ICT
- Design a programme (in phases) that will provide each and every member of the Institute community with adequate knowledge of computing.

Performance indicators

Our strategies will have been successful if, by 2024
- Staff and students possess adequate knowledge in computing.
- Utilization of e-facilities by both students and academics in the process of learning, teaching, research and innovation.
- Automation of services, admin, accounting, registration and examination processing is achieved.

- Rich, qualitative and readily available content providing up to date information to everyone exist.
- Improved collaboration through partnership that seeks to further enhance access to learning, research and innovation materials is attained.
- A functional Campus Radio exist.
- There is enhanced communication among the Institute community through the use of Close User Group technologies.
- High speed connectivity is maintained.
- 24/7 power is available at the Data Centre.
- Up to date software on ICT infrastructure is available.
- Centralized antivirus solution is available.
- Effective implementation of Active Directory for System Administration and control is achieved.

GOAL 2

OBJECTIVE	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
OBJECTIVE 1	Expansion of Campus Wide Area Network (Buildings).																
	Students' Centre.				■	■	■	■	■	■	■	■	■	■	■	■	■
	Students' Hostels.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Library	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Staff Residence.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Staff offices	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Laboratories	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Improve PC to Staff/Student ratio																
OBJECTIVE 2	Access to network resources.																
	Deployment of User group technologies.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Video Conference solution.			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Lecture streaming solution				■	■	■	■	■	■	■	■	■				
	Real time broadcast and briefing.					■	■	■	■	■	■	■	■	■	■	■	■
	Bulk SMS notification to Staff and Students			■	■	■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 3	e-LMS.																
	Establish & equip staff learning Resource & Dev. Cent.				■	■											
	Training of core staff on content creation & Resource Dev.					■											
	Training of all academic staff						■	■									
	Establish on-line learning resource lab					■											
	Deployment of eLMS.																
OBJECTIVE 4	Development of ICT Centre of excellence																
	Furnishing and equipping of ICT Centre				■												
	Development of Computer Based Test and Assessment Centre					■											
	Establishment of ADAPTI Training Centre.				■												
OBJECTIVE 5	Development of Campus Radio																
	Develop a digital studio	■															
	Secure NBC license		■														
	Employment of Staff to manage the station				■												
	Staff training				■												
OBJECTIVE 6	Online Collaboration with Peers and Mentor Institutions																
	Identify and contact Institutions and Learning Centres	■															
	Set up collaboration with identified institutions		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

	Share ideas and establish Student Exchange Programmes																	

GOAL 3: STRONG RESEARCH AND INNOVATION TRAINING CULTURE

Research and innovative activity differentiate ICT based institutions from other educational institutions. The ideas, discoveries and innovations emanating from institutions profoundly affect the well-being of society as well as its international competitiveness.

Katsina State Institute of Technology and Management aspires to contribute immensely in the socio-economic, political and environmental development of the State and the Country in general, it has recognized the critical role that research and innovation plays in human development. Given the Institute's research and innovation oriented vision, it has become imperative for the Institute to develop and adhere to a research and innovation training strategic plan.

The bedrock of any Institute's excellence lies in its ability to pursue a vigorous research policy aimed at addressing the problems and accelerating the development of its immediate community and mankind in general. KSITM expects research training to equip research graduates (NID, ND, HND and other professional programs) with attributes at a higher level than those expected of their colleagues elsewhere especially in terms of critical thinking, problem solving, project management, interpersonal skills and communication, and enable students to develop their abilities in the context of their personal goals, career aspirations and disciplinary opportunities.

OBJECTIVE 1

Establish the reputation of a research and innovation Institute of international standing.

Strategies

- Establishment of a research and innovation unit.
- Deployment of e-facilities for the purpose of research and innovation.
- Increase expenditure on research oriented library holdings, especially e-resources and databases.
- Implement quality assurance reporting on research and innovation performance.

- Develop an area of research and innovation strength encompassing in technology, business, computing and Social Sciences.
- Develop a strategic approach to research and innovation infrastructure for emerging areas of research.
- Target key researchers with established track records for innovation and development of collaborative research projects.
- Promote international links through participation in international conferences.
- Maintenance of major items of research and innovation infrastructure.
- Provide incentives to research active staff.
- Constantly review funding allocations for research, innovation and research training.

OBJECTIVE 2

Promote engagement with local communities and industry.

Strategies
- Identify community needs through consultancy activity.
- Support research contributing to regional, state and rural community needs.
- Collaborate with NGOs that are interested in grass-root development projects.

OBJECTIVE 3

Use research and innovation as a means of generating and diversifying sources of internal revenue.

Strategies
- Establish linkages with other research and innovation institutes
- Establish linkages with industries.
- Develop collaborative research with industries
- Develop linkages with State and Federal Government departments.
- Establish a commercial arm in the Research and Innovation Unit dedicated to sourcing parties interested in research collaborations using the Institute's vast resources.

OBJECTIVE 4

Ensure best practice in management of administrative process in research training administration, and compliance with research ethics.

Strategies
- Develop awareness among the Institute staff for the need of a strong research culture.
- Introduce and maintain staff training programs in research management including grant writing, project and time management.
- Sustain a thriving postgraduate research culture.
- Implement quality assurance reporting on research performance.
- Recognize research active staff through incentives.

OBJECTIVE 5

Develop strong collaborations and linkages with national and international research institutions.

Strategies

- Establish linkages with Universities, national and international research institutions around the world.
- Promote and maintain international links through participation in international conferences.

Performance indicators

Our strategies will have been successful if, by 2024
- A fully functional research unit is established.
- There is a general increase in research activity.
- Research projects that will attract attention to KSITM have been carried out.
- Some collaborative research projects with other researchers, Government agencies, NGO's or research institutes have taken place
- Many institutions and agencies have utilized the research infrastructure on ground.

GOAL 3

OBJECTIVES	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
OBJECTIVE 1	Establishment of a research unit.		■														
	Deployment of e-facilities for research.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Quality assurance report. on research performance.			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Development of research strength in all Faculties.			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Development of strategic approach to research infrastructure				■	■	■	■	■	■	■	■	■	■	■	■	■
	Establishment of collaborative research projects.				■	■	■	■	■	■	■	■	■	■	■	■	■
	Maintenance of research infrastructure			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Provision of incentives to research active staff.			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Review of funding allocation for research.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 2	Identifying community needs through consultancy.					■	■	■	■	■	■	■	■	■	■	■	■
	Research projects supporting regional & rural comm.					■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 3	Establishment of research linkages.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Establishment of commercial arm in the research unit				■												
OBJECTIVE 4	Development of research awareness among staff			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Introduction of staff training in research mgt.			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	sustenance of a postgraduate research culture			■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Quality Assurance reporting on research performance			■	■	■	■	■	■	■	■	■	■	■	■	■	■

OBJECTIVE 5	Maintenance of links through participation in International conferences																

GOAL 4: STRENGTHENED LIBRARY AND INFORMATION SERVICES

The Institute Library through its collection and services supports the core activities of the Institute in both teaching and research. It will play a monumental role in our bid for a strong research culture. As knowledge grows, the challenges for the contemporary library in providing access to information also grow. We will provide state of the art systems that will support the library as a provider of access to information.

OBJECTIVE 1

To develop a Library and an Information system that supports our research culture and serve the developing Information needs of students and researchers.

Strategies

- Increase Library Holdings of each department
- Full utilization of the Libraries.
- Full participation in national and international Library consortia.
- Increase the acquisition of key journals relevant to the Institute's programmes.

OBJECTIVE 2

To develop a state of the art Information and Communication Technology infrastructure

Strategies

- Deployment of Library Management Software.

- Increase the sitting capacity and computers in the e-section of the Library.

- Increase e-subscription to different sites.
- Train Library Staff to meet the challenges of ICT.

Performance indicators

Our strategies will have been successful if, by 2024

- All library sections and services have become functional and in full utilization.
- All programmes are adequately represented by library holdings.

- There is an extension in the e-section of the Library with an increase in subscription to relevant academic sites.
- The Institute increases its subscription for both local and international journals.

GOAL 4

OBJECTIVE 1	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Increase Library holdings of all Departments.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Participation in Library consortia.				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Increase acquisition of journals.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2																	
	Deployment of LMS.		▓	▓													
	Increase sitting capacity and computers in e-Library.	▓															
	Increase e-subscription to different sites.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Training of Library staff to meet challenges of ICT		▓	▓	▓	▓											

GOAL 5: INFRASTRUCTURAL DEVELOPMENT

The development, maintenance and management of suitable infrastructure -

Buildings and grounds are key to the support of the teaching, learning, research and innovative environment. A well-equipped and well maintained infrastructure that is able to meet modern research, teaching, learning and innovation needs provide very important incentives to attract and retain top quality students and academics.

The Institute will maintain its building infrastructure and actively expand through a structured well planned manner.

In this regard, the Institute shall establish its faculties, departments and programmes with the appropriate infrastructure to support each phase.

OBJECTIVE 1

Adherence to the Master Plan

Strategies

- Ensure all that goes into quality education such as classrooms, lecture theatres, laboratories, libraries, electricity, water, health centre, sports and recreational centres, ICT, and machines put therein conform to the master plan of the Institute.

OBJECTIVE 2

Construction of additional Infrastructure to carter to the Institute's growing students' population.

Strategies

- Construct two additional classrooms with seating capacity of 200 per Faculty

- Construct additional hostels (male & female).

OBJECTIVE 3

Develop a culture of maintenance

Strategies

- Implement an infrastructure renewal strategy to improve the amenity and functionality of existing infrastructure.
- The Department of Physical Planning and Development should respond to faults in infrastructure promptly, so as to prevent escalation of problems.
- The Institute community, especially students to be oriented on the need to maintain buildings, equipment and furniture for the benefit of future generations.

Performance indicators

Our strategies will have been successful if, by 2024
- all buildings are properly maintained
- additional structures (classrooms & hostels) are constructed in order to compliment growing students population.
- all amenities (electricity and water supply) are sufficiently provided on campus.
- our environment is appealing to the eye, and staff and students work and learn in a conducive atmosphere.

GOAL 5

OBJECTIVE 1	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	All infrastructures to conform to the master plan.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2																	
	Construction of classrooms with seating capacity of 200			▓												▓	
	Construction of additional hostels (male & female)									▓	▓	▓	▓				
OBJECTIVE 3																	
	Implementation of infrastructural renewal strategy.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Works and Maintenance Department prompt response to maintenance jobs.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Orientation of Institute community on maintenance.		▓				▓										

GOAL 6: FULLFILING STUDENT LIFE

The 'Institute experience' encompasses every aspect of students' life. Everything the student is exposed to or experiences while attending the Institute will have an impact on his/her life after graduation. Katsina State Institute of Technology and Management is a student-centered institution, which recognizes the importance of the entire Institute experience and how its many facets shape the quality of students' life.

The Institute plans to focus not only on the academic experiences and the support needed to be successful in academic pursuits, but also on how various factors and conditions surrounding the Institute environment impact student life. These factors include academic experiences and student support services, the physical environment, climate and culture within the Institute, diversity, and internal and external partnerships created and maintained by the Institute.

OBJECTIVE 1

Excellent academic experience

Strategies

- Provide effective, timely and accessible academic guidance to all students via departmental level coordinators.
- Encourage faculty to be approachable and available to students.
- Provide a range of seminars and workshops for students on enhancing academic skills.
- Support distribution of course syllabi in all courses to all students at the beginning of each semester.
- Promote and provide necessary orientation and professional development for faculty.

OBJECTIVE 2

Students' intellectual, ethical, social and cultural development

Strategies

- Continue to deliver a comprehensive, coordinated, and interactive orientation program for new students involving all key components of the Institute community.
- Provide a comprehensive handbook covering all aspects of campus life.
- Develop counseling services for student that include career counseling
- Ensure students are provided healthy, affordable, and high-quality food services within the campus environment.
- Orient students with the importance of developing entrepreneurial skills in order to be self-reliant.
- Provide a wide range of extra-curricular activities (sports in particular), which address the diverse needs of the Institute community.

OBJECTIVE 3

Students' safety

Strategies

Ensure all areas of the campus are clean, visually appealing, and safe.
- Occasionally provide orientation exercise to staff and students on how to use safety equipment like fire extinguishers and the use of emergency exits.
- Review and meet demands that contribute to the health and safety of students
- Ensure all campus facilities, including students' residences, are safe and comfortable.
- Maintain the policy of placing security personnel at strategic places in the Institute.

Performance indicators

Our strategies will have been successful if, by 2024

- All students, irrespective of religion, culture and economic status live, learn and interact with one another in peace and harmony.
- All members of the Institute (students, the academics and staff) coexist as one community.
- There is positive response from Parents/Guardians, employers and the community at large about the kind of behaviour exhibited by our students.

GOAL 6

OBJECTIVE 1	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Provision of academic guidance to students.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Seminars and w/shops to enhance academic skills.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Distribution of course syllabi to studs. every semester.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Provision of professional development to academics.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 2																	
	Provide comprehensive orientation to new students.				■				■				■				■
	Develop handbook to cover all aspects of campus life.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Provide career counselling to students.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Ensure food sold on campus is affordable and healthy.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Provide extra-curricular activities (sports).	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 3																	
	Ensure a clean and visually appealing environment.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Occasionally orient staff & students on safety measures	■				■				■				■			
	Meet demands that facilitate health & safety of students	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Ensure all campus facilities are safe & comfortable.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Maintain placing of security personnel at strategic places.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

GOAL 7: COMMUNITY ENGAGEMENT AND DEVELOPMENT

A key component of the future success of KSITM involves strategies and actions that will engage the Institute's internal and external audiences, make the Institute more accessible to the broader public, and build strong, sustainable, and collaborative community partnerships.

The Institute will provide safe and healthy settings in which students can learn to lead and work with others, solve problems and serve their communities, and treat one another with integrity, civility, and respect.

The Institute would benefit from strong linkages with its surrounding community, and the linkages would be more readily formed if the Institute were seen to be taking a leadership role. It plans to be more self-promoting by encouraging involvement of the academics, staff, and students in community affairs while at the same time creating a more inviting environment on campus for visitors.

OBJECTIVE 1

Develop a culture of commitment to the community.

Strategies

- Encourage Institute staff and students to have a greater presence in the community by volunteering in various non-profit community organisations.
- Develop a network of financial support from our alumni and internal community to assist in certain projects in the community.
- Support departmental initiatives that have the potential to enhance the image of Katsina State Institute of Technology and Management in the community.
- Use our research strengths to contribute to the environmental, economic and social transformation of the community.

OBJECTIVE 2

Encourage community participation.

Strategy

- Offer more opportunities for the immediate local community (Batagarawa LGA) to participate in Institute functions.

Performance indicators

Our strategies will have been successful if, by 2024

- We make positive contributions to the community we live in through developmental projects.
- Cordial relationship exists between leaders of the community and the Institute Management.
- The Institute participates in community activities and vice-versa.

GOAL 7

OBJECTIVE 1	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Volunteering in non-profit community organisations.				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Financial support from alumni & staff in comm. projects				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Support Dept. activities that enhance the image of KSITM	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Use research to contribute to comm. Transformation.					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2																	
	Participation by Batagarawa LGA in Institute functions	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

GOAL 8: DEVELOPMENT OF STRONG ALUMNI

Alumni play a significant role in defining and shaping an Institute. In recognition of that, Katsina State Institute of Technology and Management has acknowledged the need to develop it's alumni, with the goal of connecting students with their alma-mater, recognizing the contributions of graduates to industry and the wider community, and encourage alumni to support the Institute in various ways. Institutions, which include their Alumni in scientific research and further training as well as in cultural and social activities, can use their experience potential, in order to give new impulses regarding the improvement of research, teaching and Institute culture.

As the Institute had graduated some set of students, now is the time to introduce the students to the idea of forming a strong Alumni which would aim at fostering lifelong relationships with the Institute, promoting a spirit of cooperation and preserving the Institute's values, traditions and heritage.

OBJECTIVE 1

Involvement of alumni in the life of the Institute

Strategies

- Establish and strengthen the relationship between the alumni and the Institute staff, the academics and students through scheduled events and programmes.

- Provide opportunities for career development through lifelong learning (postgraduate studies, short courses), access to mentoring programmes and employment opportunities.

- Establish programmes to ensure a viable working relationship between alumni and the Student Union Government.

- Encourage alumni to actively support student programmes and make meaningful contributions to their lives on campus.

OBJECTIVE 2

Promote the reputation of the Institute through its alumni.

Strategies

- Instill in students the values of the Institute of being God fearing and dedicated to community and national service through General Studies courses.
- Encourage alumni to be advocates, supporters and partners of the Institute wherever they find themselves.

OBJECTIVE 3

Build an information management system that captures, updates and utilizes alumni data.

Strategies

- Provide information on alumni leadership and activities on the Institute website.
- Establish an Online Community on the Institute website to enhance the currency, and accuracy of member information and enhance communication between alumni members in order to support their alma mater in a meaningful way.

Performance indicators

Our strategies will have been successful if, by 2024
- a strong alumni is formed.
- the Institute begins to feel the positive impact of the alumni.
- alumni participate in community development projects that will portray a positive image of the Institute.

GOAL 8

OBJECTIVE 1	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Establish relationship between alumni and Institute	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Provide postgraduate & employment opportunities.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Establish programmes to unite alumni & Student Union.			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Encourage alumni to support students' life on campus.	▓				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 2																	
	Instill in students the values of the univ. through GSP.					▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Encourage alumni to portray a good image of the univ.	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
OBJECTIVE 3																	
	Provide info.on alumni activities on Institute website.			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Provide member info.on website to facilitate comm.			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

GOAL 9: HIGHLY SKILLED ACADEMICS AND STAFF

A first class Institute is built on people with first class skills. Our approach to staffing (recruitment, retention and development) is crucial to the Institute's future success. KSITM has since inception recognized the need for skilled academics and staff committed to service and support of the Institute in the pursuit of its goals and objectives. The Institute will recognize value, develop and harness talent, not only in our students but also in our staff and provide staff with the training, technology and systems to support them in their roles.

To attract and retain the best, the Institute competes in the marketplace with respect to and support for research, innovation and other scholarly activity.

OBJECTIVE 1

Recruit and retain academics and staff committed to high standards of professionalism and service.

Strategies

- Market KSITM, both within and outside the state as the employer of choice for staff dedicated to the highest standard of service.
- Improve the recruitment of high quality staff and align recruitment to the core function priorities of the Institute.
- Provide competitive benefits to all Institute employees.
- Develop, pursuant to appropriate consultation, human resources policy in such key areas as workload/overtime, and apply such policies consistently across all departments
- Develop a strong service culture across all levels of the institution.
- Place a high priority on the principles and practices of equity in all areas of staff policy and management.
- Develop and implement systems to identify and reward high performing staff.

OBJECTIVE 2

Support the academics and staff professional development.

Strategies

- Sustain the existing policies on staff training and development.
- Provide basic ICT training to all staff in the Institute.
- Introduce short in-house training programmes to improve the efficiency of staff.
- Continue to organize staff orientation programmes.
- Collaborate with relevant training agencies for staff training and development.

Performance indicators

Our strategies will have been successful if, by 2024

- a large number of academics and staff benefit from staff development packages.
- the academics and staff perform their duties with a sense of commitment.
- there is a general increase in the output of the academics and staff.
- there is an increase in innovative research projects by the academics.
- The academics and staff coexist with one another peacefully.

GOAL 9

OBJECTIVE 1	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Market KSITM as the employer for dedicated staff.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Recruitment of high quality staff.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Provide competitive benefits for all univ. employees.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Develop policies in areas like workload/overtime.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Develop a strong service culture across the Institute.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Pactice of equity in areas of staff policy & development.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Develop systems to identify & reward dedicated staff.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
OBJECTIVE 2																	
	Sustain the current policies on staff training & development.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Basic ICT training to all staff in the Institute.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Introduce short in-house training programmes.		■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Continue to organize staff orientation programmes.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Collaborate with training agencies for staff training.	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

GOAL 10: DIVERSIFYING THE INSTITUTE'S REVENUE BASE

State owned institutions are dominated by government funding, but in order to fuel our ambition and to create an innovative and inspiring culture, the Institute plans to pursue different avenues to diversify its revenue sources. This will enable us to invest in our innovative teaching programmes, to attract leading innovative research teams, and to nurture and support new research talent, which are all critical to the continuing development of Katsina State Institute of Technology and Management.

Lucrative ways institutions generate funds is investment in the capital market, donations and endowments. The Institute therefore will venture into activities in areas where the return on investment might not be as high as that of the capital market, but will nonetheless increase our revenue base.

OBJECTIVE 1

Diversify the revenue base of the Institute

Strategies

- Establish Katsina State Institute of Technology and Management foundation.
- Commercialize research infrastructure to other research institutes.
- Establish a commercial unit in the ICT department to run Cisco Networking Academy and other revenue generating activities.
- Enter into partnership with private individuals for the establishment of an Institute press.
- Establish an Institute bookshop that will make available for sale, stationery with the Institute monogram to staff and students.

OBJECTIVE 2

Attaining the 10% internally generated revenue as required by the NBTE.

Strategies

- Provide sufficient capital to units responsible to ensure successful take-off of all activities.
- Continuously identify and venture into activities with revenue generating potentials.

Performance indicators

Our strategies will have been successful if, by 2024
- commercial units in the ICT and Research departments are established.
- there is an increase in revenue generating activities by the Institute.
- there is a substantial increase in internally generated revenue.

GOAL 10

OBJECTIVE 1	STRATEGIES	2021				2022				2023				2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
	Establish KSITM Foundation	▓															
	Commercialize research infrastructure.		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Establish a commercial unit in the ICT to run CNA.				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
	Establish an Institute press with private individuals.							▓									
	Establish bookshop with monogrammed stationary.						▓										
OBJECTIVE 2																	
	Provide capital support to ensure successful take-off.					▓											
	Continuously venture into revenue generating activities.				▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓

STRATEGY IMPLEMENATION

This strategic plan is a living document, subject to regular review and updating in the context of the Institute's ongoing growth and development and the changing external environment. Realizing each of these priorities will be dependent upon effective strategy execution at all levels of the Institute, which in turn requires effective and creative leadership (which is already in place) and adequate resources. A strategy implementation committee will be responsible for the successful execution of this plan with sub committees on each priority. A mechanism for yearly review and monitoring of the strategic plan will be set to ensure the Institute is on the right track.

CONCLUSION

This strategic plan articulates for the Institute an understanding of who we are, what we do, and the values by which we define ourselves. It articulates as well our ambitious aspiration, Ten key goals we believe we must meet in order to achieve that aspiration, and indicators by which we will measure performance.

The plan does not reflect everything that the Institute hopes to do over the next five years; nor does it represent an irrevocably fixed set of directives, since the planning process must be dynamic and adaptable. It will, however, serve as a framework according to which we will make decisions, focus our resources, and thereby advance the Institute's aspiration of becoming a leader in academic excellence.

With the help of the Institute's dedicated academics and other staff, the government and other stakeholders, Katsina State Institute of Technology and Management believes it can get there and beyond.