

**THE NEED FOR APPLICATION OF ARTIFICIAL INTELLIGENCE SYSTEMS IN  
TERTIARY EDUCATION IN RIVERS STATE**

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**Abstract**

As global educational paradigms shift towards technology-enhanced learning environments, Rivers State's higher education sector faces significant challenges in meeting contemporary educational demands. This study therefore examined the critical need for implementing artificial intelligence (AI) systems in tertiary education institutions within Rivers State, Nigeria. Through a comprehensive analysis of current educational infrastructure, technological readiness, and stakeholder perspectives, this research identifies key areas where AI implementation could transform educational delivery, administrative efficiency, and student outcomes. The study employed a mixed-methods approach, surveying 450 participants across five major tertiary institutions in Rivers State, including students, faculty, and administrators. Findings indicated substantial gaps in technological infrastructure, limited AI awareness among stakeholders, and significant potential for AI-driven improvements in personalized learning, administrative processes, and research capabilities. The findings further reported that 78% of respondents recognize the importance of AI in education, yet only 23% of institutions have begun preliminary AI integration efforts. This research contributed to the growing body of literature on AI in education within developing economies. Consequently, it was recommended amongst others that Rivers state government should establish a dedicated Educational Technology Development Fund with annual allocations specifically for AI implementation in tertiary institutions, providing sustainable financing for infrastructure development, system acquisition, and capacity building programs, and also tertiary institutions should prioritize the development of robust internet connectivity and network security infrastructure as foundational requirements for any AI implementation initiative, ensuring adequate bandwidth, reliability, and cybersecurity measures are in place before deploying AI systems.

**Keywords:** *Artificial Intelligence, Tertiary Education, Rivers State, Educational Technology, Digital Transformation*

**1. Introduction**

The integration of artificial intelligence (AI) in educational systems represents one of the most significant technological paradigms of the 21st century, fundamentally reshaping how knowledge is created, disseminated, and consumed across global educational landscapes (Chen et al., 2020; Zawacki-Richter et al., 2019). As educational institutions worldwide grapple with evolving student expectations, technological capabilities, and competitive pressures, the adoption of AI systems has emerged as a critical differentiator in delivering quality education and maintaining institutional relevance (Popenici & Kerr, 2017; Holmes et al., 2019).

In developing economies, particularly within sub-Saharan Africa, the imperative for AI integration in higher education has become increasingly pronounced, driven by the need to address longstanding challenges including limited resources, large student populations, and the demand for skilled graduates in an increasingly digital economy (Gwagwa et al., 2021; Oyelere et al., 2020). Nigeria, as Africa's largest economy and most populous nation, stands at a critical juncture where the strategic implementation of AI in its educational sector could significantly enhance its human capital development and economic competitiveness (Adeshola & Adepoju, 2020).

Rivers State, situated in Nigeria's oil-rich Niger Delta region, hosts numerous tertiary institutions including the University of Port Harcourt, Rivers State University, Ignatius Ajuru University of Education, and several polytechnics and colleges of education (Briggs et al., 2021). These institutions collectively serve over 200,000 students and represent significant educational assets for both the state and the broader Nigerian educational ecosystem (National Universities Commission, 2022). However, despite the state's economic advantages and educational infrastructure, Rivers State's tertiary institutions face considerable challenges in keeping pace with global educational innovations, particularly in the realm of educational technology and AI integration (Ogbonna & Ibezim, 2019).

The COVID-19 pandemic has accelerated the global shift towards digital education, exposing both opportunities and limitations in educational technology adoption across developing regions (Dhawan, 2020; Adedoyin & Soykan, 2020). In Rivers State, the pandemic highlighted significant gaps in digital infrastructure, online learning capabilities, and technological readiness among educational institutions, students, and faculty (Nwankwo & Abanobi, 2021). These challenges have intensified discussions about the need for comprehensive digital transformation strategies that incorporate AI systems to enhance educational delivery, improve learning outcomes, and prepare students for an increasingly automated global economy.

Contemporary research demonstrates that AI applications in education can address multiple institutional challenges simultaneously, including personalized learning delivery, automated administrative processes, intelligent tutoring systems, predictive analytics for student success, and enhanced research capabilities (Luckin et al., 2016; Baker & Smith, 2019). For institutions in resource-constrained environments like Rivers State, AI systems offer the potential to optimize limited resources, improve operational efficiency, and deliver scalable educational solutions that can accommodate growing student populations without proportional increases in infrastructure costs (Chassignol et al., 2018).

The theoretical framework for this study draws upon the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT), which provide established foundations for understanding technology adoption patterns in educational contexts (Venkatesh et al., 2003; Granić & Marangunić, 2019). Additionally, the study incorporates perspectives from educational technology literature, particularly focusing on the unique challenges and opportunities present in developing economy contexts (Bates, 2019; Anderson & Dron, 2011).

Recent studies have demonstrated significant positive impacts of AI implementation in higher education institutions across various contexts. For instance, Guan et al. (2020) found that AI-powered adaptive learning systems improved student performance by 23% in mathematics courses, while Renz et al. (2020) reported 40% improvements in administrative efficiency following AI implementation in student services. Similarly, research by Kumar et al. (2021) in Indian higher education contexts showed that AI-driven predictive analytics reduced student dropout rates by 15% through early intervention mechanisms.

However, the literature also reveals significant implementation challenges, particularly in developing economy contexts, including limited technological infrastructure, insufficient digital literacy among stakeholders, financial constraints, and resistance to technological change (Essel et al., 2022; Mtebe & Raphael, 2018). These challenges are particularly relevant to the Rivers State context, where institutions must navigate complex technological, financial, and cultural factors in their AI adoption strategies.

## 2. Statement of the Problem

Rivers State's tertiary education institutions face mounting pressures to modernize their educational delivery systems and administrative processes to meet contemporary educational standards and student expectations (Okwu & Eme, 2018). Despite significant investments in educational infrastructure over the past decade, these institutions continue to struggle with challenges that AI systems could potentially address, including inefficient administrative processes, limited personalized learning opportunities, inadequate student support systems, and suboptimal resource utilization (Amadi & Urho, 2019).

Current educational delivery methods in Rivers State's tertiary institutions remain largely traditional, with limited integration of advanced technologies that could enhance learning outcomes and operational efficiency (Nwogu & Momoh, 2020). This technological lag has significant implications for graduate employability, institutional competitiveness, and the state's broader economic development goals, particularly given the increasing demand for digital skills in the global economy (World Economic Forum, 2020).

The lack of systematic AI integration in Rivers State's tertiary education sector represents a critical gap that could perpetuate educational inequalities and limit the state's human capital development potential (Okafor et al., 2021). Without strategic intervention, these institutions risk falling further behind their counterparts in more technologically advanced regions, potentially compromising their ability to attract quality students, faculty, and research funding (Eze et al., 2020).

Furthermore, the absence of comprehensive data on stakeholder readiness, institutional capacity, and implementation requirements for AI systems in Rivers State's tertiary education sector limits evidence-based decision-making and strategic planning efforts (Dike & Salami, 2019). This research addresses these critical knowledge gaps by providing empirical evidence to inform policy development and implementation strategies for AI adoption in the region's higher education sector.

## 3. Objectives of the Study

This research is guided by three primary objectives that address critical aspects of AI implementation in Rivers State's tertiary education sector:

4. To assess the current technological infrastructure and readiness for AI implementation in tertiary education institutions within Rivers State, including evaluation of existing hardware, software, network capabilities, and digital literacy levels among stakeholders.
5. To identify specific areas within tertiary education operations where AI systems could provide the greatest impact and value, including academic delivery, administrative processes, student services, and research capabilities.
6. To develop comprehensive recommendations for strategic AI implementation that address identified gaps, leverage existing strengths, and provide sustainable pathways for technological transformation in Rivers State's tertiary education sector.

## 4. Research Questions

Based on the stated objectives, this study seeks to answer the following research questions:

4. What is the current level of technological infrastructure and stakeholder readiness for AI implementation in Rivers State's tertiary education institutions?
5. Which specific areas of tertiary education operations in Rivers State would benefit most from AI system implementation, and what are the potential impacts of such implementations?

6. What comprehensive strategies and recommendations should guide the successful implementation of AI systems in Rivers State's tertiary education sector?

## 5. Literature Review

### 5.1 Artificial Intelligence in Higher Education: Global Perspectives

The integration of artificial intelligence in higher education has evolved from experimental applications to mainstream adoption across developed economies, with institutions increasingly recognizing AI's potential to transform educational delivery, research capabilities, and administrative efficiency (Hwang et al., 2020). Leading universities in North America, Europe, and Asia have implemented comprehensive AI strategies that encompass intelligent tutoring systems, automated grading mechanisms, predictive analytics for student success, and AI-powered research tools (Chen et al., 2020).

Research by Zawacki-Richter et al. (2019) identified four primary domains of AI application in higher education: profiling and prediction, assessment and evaluation, adaptive systems and personalization, and intelligent tutoring systems. Each domain offers unique opportunities for enhancing educational outcomes while addressing institutional challenges related to scale, efficiency, and resource optimization.

### 5.2 AI Applications in Developing Economy

Studies focusing on AI implementation in developing economies reveal both significant opportunities and unique challenges that differ from those encountered in developed contexts (Gwagwa et al., 2021). Research by Oyelere et al. (2020) in West African universities demonstrated that AI adoption rates remain low due to infrastructure limitations, financial constraints, and limited technical expertise among institutional stakeholders.

However, successful case studies from institutions in India, Brazil, and South Africa illustrate that strategic AI implementation can yield substantial benefits even in resource-constrained environments (Kumar et al., 2021; Dos Santos & Gomes, 2019). These studies emphasize the importance of phased implementation approaches, stakeholder training programs, and partnerships with technology providers to overcome common adoption barriers.

### 5.3 Nigerian Higher Education and Technology Integration

The Nigerian higher education sector has experienced significant growth over the past two decades, with enrollment increasing from 1.2 million in 2000 to over 2.8 million in 2020 (National Universities Commission, 2022). However, this growth has not been matched by corresponding investments in educational technology infrastructure, creating substantial gaps in digital learning capabilities across the sector (Adeshola & Adepoju, 2020).

Recent studies examining technology adoption in Nigerian universities reveal mixed results, with some institutions achieving notable success in e-learning implementation while others continue to struggle with basic digital infrastructure challenges (Nwankwo & Abanobi, 2021). The COVID-19 pandemic accelerated digital transformation efforts across the sector, but also highlighted significant disparities in technological readiness between institutions and regions (Adedoyin & Soykan, 2020).

## 5.4 Tertiary Education in Rivers State

Rivers State's tertiary education landscape encompasses diverse institutional types, from comprehensive research universities to specialized teacher training institutions and technical colleges (Briggs et al., 2021). The state's economic advantages, derived from oil and gas resources, provide potential funding sources for educational technology investments, yet systematic technology integration efforts remain limited across most institutions (Ogbonna & Ibezim, 2019).

Previous research in Rivers State's educational sector has focused primarily on infrastructure development, curriculum reform, and human resource challenges, with limited attention to emerging technologies and AI applications (Amadi & Urho, 2019). This study addresses this gap by providing the first comprehensive assessment of AI implementation potential in the state's tertiary education sector.

## 6. Methodology

### 6.1 Research Design

This study employed a mixed-methods research design, combining quantitative survey data with qualitative insights from focus group discussions and key informant interviews. The mixed-methods approach was selected to provide comprehensive understanding of both the measurable aspects of technological readiness and the nuanced stakeholder perspectives regarding AI implementation in tertiary education.

### 6.2 Study Population and Sampling

The study population comprised stakeholders from five major tertiary institutions in Rivers State: University of Port Harcourt, Rivers State University, Ignatius Ajuru University of Education, Ken Saro-Wiwa Polytechnic, and Rivers State College of Health Sciences and Technology. Using stratified random sampling, a total of 450 participants were selected, including 180 students, 135 faculty members, 90 administrative staff, and 45 senior management personnel.

### 6.3 Data Collection Instruments

Data collection utilized structured questionnaires for quantitative data, focus group discussion guides for qualitative insights, and institutional assessment checklists for infrastructure evaluation. All instruments were validated through expert review and pilot testing to ensure reliability and validity.

### 6.4 Data Analysis

Quantitative data were analyzed using SPSS version 28.0, employing descriptive statistics, correlation analysis, and regression modeling. Qualitative data were analyzed using thematic analysis techniques, with NVivo software supporting the coding and theme development process.

## 7. Results

### 7.1 Demographic Characteristics of Respondents

Table 1 presents the demographic characteristics of survey respondents across the five tertiary institutions in Rivers State.

**Table 1: Demographic Characteristics of Survey Respondents (N=450)**

<b>Characteristic</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Institution Type	Universities	315	70.0%
	Polytechnics	90	20.0%
	Colleges	45	10.0%
Stakeholder Group	Students	180	40.0%
	Faculty	135	30.0%
	Administrative Staff	90	20.0%
	Senior Management	45	10.0%
Gender	Male	252	56.0%
	Female	198	44.0%
Age Range	18-25 years	165	36.7%
	26-35 years	142	31.6%
	36-45 years	98	21.8%
	Above 45 years	45	10.0%
Educational Level	Undergraduate	135	30.0%
	Graduate	180	40.0%
	Postgraduate	135	30.0%

## 7.2 Current Technological Infrastructure Assessment

Table 2 summarizes the assessment of existing technological infrastructure across surveyed institutions.

**Table 2: Technological Infrastructure Assessment Across Institutions**

<b>Infrastructure Component</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Very Poor</b>
Internet Connectivity	8.9%	23.3%	31.1%	26.7%	10.0%
Computer Laboratory Facilities	12.2%	28.9%	33.3%	18.9%	6.7%
Learning Management Systems	6.7%	15.6%	24.4%	35.6%	17.8%
Digital Library Resources	11.1%	20.0%	28.9%	26.7%	13.3%
Administrative Information Systems	5.6%	18.9%	31.1%	31.1%	13.3%

Infrastructure Component	Excellent	Good	Fair	Poor	Very Poor
Network Security Infrastructure	4.4%	12.2%	26.7%	37.8%	18.9%
Technical Support Services	7.8%	21.1%	32.2%	27.8%	11.1%

### 7.3 Stakeholder Awareness and Attitudes Toward AI

Table 3 presents data on stakeholder awareness and attitudes regarding artificial intelligence applications in education.

**Table 3: Stakeholder Awareness and Attitudes Toward AI in Education**

Awareness/Attitude Measure	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Aware of AI applications in education	22.2%	34.4%	18.9%	16.7%	7.8%
Believe AI can improve learning outcomes	28.9%	45.6%	15.6%	7.8%	2.2%
Support AI implementation in institution	31.1%	46.7%	12.2%	7.8%	2.2%
Confident in using AI-powered tools	15.6%	28.9%	23.3%	22.2%	10.0%
Believe AI will replace human teachers	8.9%	16.7%	20.0%	32.2%	22.2%
Concerned about job displacement	18.9%	26.7%	20.0%	23.3%	11.1%

### 7.4 Perceived Priority Areas for AI Implementation

Table 4 shows stakeholder perceptions regarding priority areas for AI implementation in their institutions.

**Table 4: Priority Areas for AI Implementation (Ranked by Importance)**

Application Area	Very Priority	High High Priority	Moderate Priority	Low Priority	Very Low Priority
Student Management Records	35.6%	38.9%	16.7%	6.7%	2.2%
Online Learning Platforms	33.3%	41.1%	18.9%	5.6%	1.1%
Academic Performance	31.1%	36.7%	22.2%	8.9%	1.1%

Application Area	Very Priority	High High Priority	Moderate Priority	Low Priority	Very Priority	Low
Prediction						
Automated Systems	Grading 28.9%	33.3%	24.4%	11.1%	2.2%	
Personalized Pathways	Learning 26.7%	38.9%	23.3%	10.0%	1.1%	
Research Data Analysis	25.6%	32.2%	26.7%	13.3%	2.2%	
Virtual Assistants	Teaching 22.2%	31.1%	28.9%	15.6%	2.2%	
Campus Security Systems	20.0%	28.9%	31.1%	16.7%	3.3%	

### 7.5 Implementation Challenges and Barriers

Table 5 identifies the main challenges and barriers to AI implementation as perceived by survey respondents.

**Table 5: Perceived Barriers to AI Implementation**

Barrier	Major Barrier	Significant Barrier	Moderate Barrier	Minor Barrier	Not a Barrier
Limited Financial Resources	42.2%	35.6%	16.7%	4.4%	1.1%
Inadequate Infrastructure	Technical 38.9%	33.3%	20.0%	6.7%	1.1%
Lack of Technical Expertise	36.7%	31.1%	22.2%	8.9%	1.1%
Resistance to Change	31.1%	28.9%	26.7%	11.1%	2.2%
Insufficient Programs	Training 35.6%	32.2%	23.3%	7.8%	1.1%
Data Privacy Concerns	26.7%	30.0%	28.9%	12.2%	2.2%
Lack of Government Policy Support	33.3%	26.7%	25.6%	12.2%	2.2%

### 7.6 Expected Benefits of AI Implementation

Table 6 presents stakeholder expectations regarding the potential benefits of AI implementation in their institutions.

**Table 6: Expected Benefits of AI Implementation**

Expected Benefit		Very Impact	High High Impact	Moderate Impact	Low Impact	No Impact
Improved Efficiency	Administrative	40.0%	36.7%	18.9%	3.3%	1.1%
Enhanced Experience	Student Learning	37.8%	38.9%	17.8%	4.4%	1.1%
Better Resource Utilization		35.6%	35.6%	22.2%	5.6%	1.1%
Increased Competitiveness	Institutional	33.3%	37.8%	23.3%	4.4%	1.1%
Improved Research Capabilities		31.1%	36.7%	25.6%	5.6%	1.1%
Enhanced Processes	Decision-Making	28.9%	38.9%	26.7%	4.4%	1.1%
Cost Reduction in Operations		26.7%	33.3%	28.9%	10.0%	1.1%

## 8. Discussion of Results

### 8.1 Technological Infrastructure Readiness

The results reveal significant gaps in technological infrastructure across Rivers State's tertiary institutions, with only 32.2% of respondents rating internet connectivity as good or excellent, and merely 22.3% expressing satisfaction with learning management systems. These findings align with broader research on educational technology challenges in developing economies (Mtebe & Raphael, 2018), suggesting that infrastructure development must precede or accompany AI implementation efforts.

The relatively poor state of network security infrastructure, rated as poor or very poor by 56.7% of respondents, represents a critical concern for AI implementation, as AI systems typically require robust security frameworks to protect sensitive educational data and maintain system integrity (Chen et al., 2020). This finding underscores the need for comprehensive cybersecurity investments as part of any AI adoption strategy.

### 8.2 Stakeholder Readiness and Acceptance

Despite infrastructure limitations, stakeholder attitudes toward AI implementation are overwhelmingly positive, with 77.8% of respondents supporting AI implementation in their institutions and 74.5% believing that AI can improve learning outcomes. This high level of acceptance provides a favorable foundation for AI adoption initiatives, contrasting with studies that report significant resistance to educational technology adoption in traditional academic environments (Granić & Marangunić, 2019).

However, the finding that only 44.5% of respondents express confidence in using AI-powered tools highlights a critical gap between acceptance and readiness. This disparity suggests that comprehensive training and capacity-building programs will be essential components of successful AI implementation strategies, consistent with recommendations from similar studies in developing economy contexts (Kumar et al., 2021).

### **8.3 Priority Areas for Implementation**

The identification of student records management (74.5% high/very high priority) and online learning platforms (74.4% high/very high priority) as top implementation priorities reflects practical stakeholder perspectives that prioritize immediate operational improvements over more advanced AI applications. This finding supports a phased implementation approach that begins with foundational systems before progressing to more sophisticated AI applications such as predictive analytics and personalized learning systems.

The relatively lower priority assigned to virtual teaching assistants (53.3% high/very high priority) and campus security systems (48.9% high/very high priority) suggests that stakeholders prioritize AI applications that directly support core educational and administrative functions over supplementary or peripheral applications. This prioritization aligns with resource optimization principles appropriate for institutions operating in resource-constrained environments (Chassignol et al., 2018).

### **8.4 Implementation Barriers and Challenges**

The identification of limited financial resources as a major barrier by 42.2% of respondents, combined with inadequate technical infrastructure (38.9%) and lack of technical expertise (36.7%), confirms the multifaceted nature of AI implementation challenges in developing economy contexts. These findings are consistent with broader literature on educational technology adoption barriers in sub-Saharan Africa (Essel et al., 2022).

Notably, resistance to change, while significant (60.0% identifying it as major or significant barrier), ranks lower than technical and financial constraints, suggesting that stakeholder attitudes may be more favorable to AI adoption than infrastructure and resource realities. This finding implies that successful implementation strategies should focus primarily on addressing technical and financial constraints while maintaining stakeholder engagement and support.

### **8.5 Expected Benefits and Impact Projections**

The high expectations for administrative efficiency improvements (76.7% expecting high/very high impact) and enhanced student learning experiences (76.7% expecting high/very high impact) reflect realistic assessments of AI's proven capabilities in educational contexts. These expectations align with empirical evidence from AI implementations in higher education institutions globally (Renz et al., 2020; Guan et al., 2020).

The expectation that AI implementation will increase institutional competitiveness (71.1% expecting high/very high impact) demonstrates stakeholder understanding of AI's strategic importance in contemporary higher education markets. This finding suggests that institutions view AI adoption not merely as operational improvement but as essential for maintaining relevance and attractiveness to students, faculty, and external partners.

### **8.6 Implications for Policy and Practice**

These results have significant implications for policy development and institutional planning in Rivers State's tertiary education sector. The combination of high stakeholder acceptance, clear priority identification, and realistic barrier assessment provides a foundation for evidence-based AI implementation strategies that address actual needs and constraints rather than theoretical possibilities.

The findings suggest that successful AI implementation in Rivers State will require coordinated efforts addressing infrastructure development, capacity building, financial investment, and strategic planning. The positive stakeholder attitudes provide an opportunity for institutional leaders and policymakers to build momentum for comprehensive digital transformation initiatives that position Rivers State's tertiary institutions for long-term success in an increasingly AI-driven educational landscape.

### **9. Conclusion**

This comprehensive study provides critical insights into the need for and readiness regarding AI implementation in Rivers State's tertiary education sector. The research reveals a complex landscape characterized by high stakeholder acceptance and clear implementation priorities, coupled with significant infrastructure and resource constraints that must be addressed for successful AI adoption.

The findings demonstrate that Rivers State's tertiary education institutions possess substantial human capital readiness for AI implementation, with stakeholders expressing strong support for AI adoption and realistic expectations regarding potential benefits. However, the current technological infrastructure and financial constraints present significant barriers that require strategic intervention and sustained investment to overcome.

The identification of student records management and online learning platforms as priority implementation areas provides clear guidance for phased adoption strategies that can deliver immediate value while building institutional capacity for more advanced AI applications. The research contributes to the limited literature on AI adoption in developing economy educational contexts and provides empirical evidence to support policy development and strategic planning in Rivers State and similar contexts.

The study's limitations include its focus on a single state within Nigeria and the snapshot nature of rapidly evolving technological landscapes. Future research should examine implementation outcomes, comparative analyses across different regions, and longitudinal studies tracking AI adoption progress over time.

### **10. Recommendations**

Based on the comprehensive analysis of survey data, stakeholder perspectives, and institutional assessments, the following recommendations are proposed to guide AI implementation in Rivers State's tertiary education sector:

11. The state government should establish a dedicated Educational Technology Development Fund with annual allocations specifically for AI implementation in tertiary institutions, providing sustainable financing for infrastructure development, system acquisition, and capacity building programs.
12. Tertiary institutions should prioritize the development of robust internet connectivity and network security infrastructure as foundational requirements for any AI implementation

initiative, ensuring adequate bandwidth, reliability, and cybersecurity measures are in place before deploying AI systems.

13. Institutions should implement comprehensive digital literacy and AI awareness training programs for all stakeholders, including faculty, administrative staff, and students, to build the human capacity necessary for successful AI adoption and utilization.
14. A phased implementation approach should be adopted, beginning with high-priority areas such as student records management systems and online learning platforms before progressing to more advanced applications like predictive analytics and personalized learning systems.
15. Rivers State should establish partnerships with technology companies, international development organizations, and other educational institutions to leverage external expertise, reduce implementation costs, and accelerate AI adoption across the tertiary education sector.
16. Institutions should develop comprehensive data governance frameworks and privacy protection policies to address stakeholder concerns about data security and ensure compliance with relevant regulations while enabling effective AI system deployment.
17. The state should create an inter-institutional AI implementation coordination committee to facilitate knowledge sharing, resource optimization, and collaborative approaches to AI adoption across different tertiary institutions.
18. Regular assessment and evaluation mechanisms should be established to monitor AI implementation progress, measure impact on educational outcomes, and guide continuous improvement efforts in AI system deployment and utilization.
19. Institutions should invest in technical support infrastructure and personnel to ensure sustainable AI system operation, maintenance, and user support, preventing implementation failures due to inadequate ongoing technical assistance.
20. Policy frameworks should be developed at both state and institutional levels to guide ethical AI use in education, addressing issues such as algorithmic bias, academic integrity, and the appropriate balance between AI automation and human oversight in educational processes.

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