NUGAAL UNIVERSITY

UNIVERSITY STRATEGIC PLAN

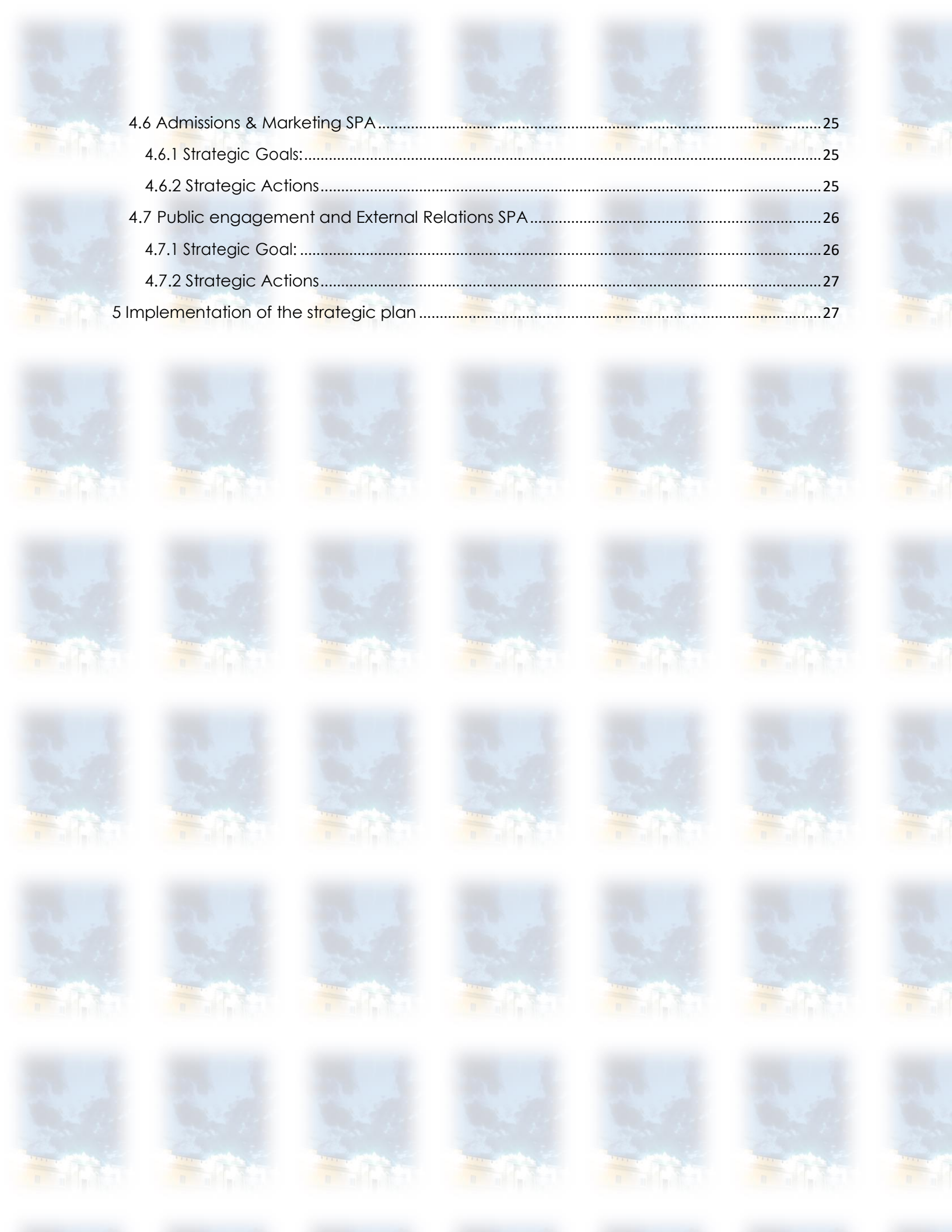## 2021-2025
REVISED AND UPDATED VERSION

NUGAAL UNIVERSITY   Lasanod, Sool Region, Somalia

Contents

1 Preamble

The University's strategic plan develops a series of objectives (ends) and actions (means) to enhance the quality of academic provision (teaching/learning), research, creativity, the professional and academic skills of students, administration staff, faculty and the general public engagement. The strategic plan enables the University to rediscover itself and sheds light on the SWOT analysis of the academic provision and community services it offers. It covers a number crucial issues such as the strategic environments and seven strategic performance areas and sets the following agendas:

- The plan identifies ways to significantly improve teaching across the University and enable students to take full advantage of the University's educational breadth through more field-based and hands-on experiences.
- The plan suggests the need for

a rigorous assessment of the University's public and community engagement and impact with an eye towards connecting these activities more closely to the academic and research strengths on campus.

- The plan develops *objectives* and *actions* for how the management of key resources (finance, capital, information technology) can efficiently and effectively support the University mission and its core values. Staff excellence and organizational stewardship will be necessary to free up the resources important for achieving the strategic initiatives of the plan.

Overall, the specific objectives laid out clearly and the actions proposed in the strategic plan suggests the need to move on a number of fronts to keep abreast of the competition and enhance academic excellence, public engagement and community service.

In short, the strategic plan will uncover and lay bare the best possible answers for the following questions: who are we as an academic institution (essential qualities and fundamental commitments)? Where do we want to

go (objectives and specific goals)? How can we get there (actions and strategies needed)? How will we tell if we have (assessment and review)?

This strategic plan is a "*living document*" that offers a common framework and flexible guide for decision-makers across the University and fosters greater coherence, coordination and unity across academic departments and colleges/faculties. At the same, however, the strategic plan is designed to be adaptable enough to leave a significant room for individual academic units to pursue academic excellence in ways important to them.
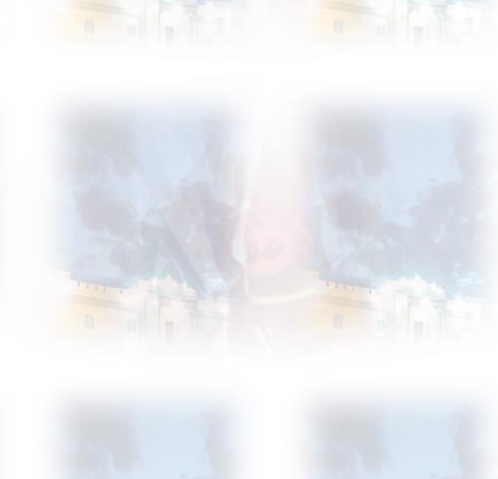
2 Overview of Nugaal University

Mandate

The mandate of Nugaal University is embodied within the university's academic brilliance, administrative duties and social responsibilities which are summarily contributed to the:

- The pride of higher education, promotion of research and advancement of learning;
- Dissemination of knowledge at its academic level, giving opportunity to students acquiring higher education, including persons with disabilities wishing to do so, regardless of race, religion, ethnicity, political conscience, colour, or gender and
- Provision of accessible physical facilities to the users of the University.

Vision

A leading University acting locally but thinking globally that provides quality of education relevant to the individual and to the local community for future peaceful socio-economic transformation.

Mission

To provide seriously and promote justly good quality of education that can facilitate research and sustainable development at the community level and positively contributes to the whole nation.

Location:

Nugaal University is located in the city of Lasanod – the provincial headquarters of Sol Region. Lasanod is a historical mountainous city in between many giant spectacular landscapes that is rich in archaeological and anthropological significance for both the local and international researchers interested in studying the past and contemporary Somali cultures, anthropology, heritage, archaeology and general ways of life.

Establishment:

Nugaal University was established by academicians and professionals from Sol Region on 15th September 2004, as to meet the academic needs of the region. Since its establishment, this institution contributed to the sustainable peace and development of the region and it pioneered the higher education of Sol Region. Nugaal University is committed to the development of teaching/learning, research and community service for solidified symbiosis.

Campuses:

Nugaal University has three campuses in Lasanod City and consists of eight full-blown faculties: Faculty of Education, Faculty of Community Development and Leadership, Faculty of Business Administration, Faculty of Economy and Political Science, Faculty of Agriculture and Animal Science, Faculty of Health Science (Clinical Health department, Public Health Department, Nursing department, Maternity Department), Faculty of Computer Science and Faculty of Sharia and Islamic Studies. In addition to these undergraduate specialisations, Nugaal University offers Postgraduate Diploma in Sharia and Islamic Studies.

With the partnership of Islamic University in Uganda, the university also offers the following Masters' Degree Programmes: Masters in Conflict Resolution, Masters in Public Administration, Masters in Educational Management and Leadership, Master in Sharia and Islamic Studies.

The university also offers Intermediate Diplomas in Arabic language, English language, Computer Science, Business Administration and Sharia and Islamic Studies and it is actively putting into plan in offering other potential programmes which are now in the offing.

Regional Rank:

As an academic institution providing higher education, Nugaal University is

currently ranked in top universities of Somalia for its educational gains and learning excellence. Being a leading academic institution and first choice for the students of Sol Region, it is a contributive member of Somali Research and Education Network (Somali REN); an academic platform which currently consists of 20 top Somali universities. By the meticulous implementation of its mission and vision, Nugaal University is aiming at gaining the highest rank.

3 Strategic Environment

University's efforts to fulfill its mission and achieve its vision take place within a complex strategic environment that includes the university but extends far beyond it as well. If the University is to successfully fulfill its mission and achieve its vision, it is therefore necessary for it to understand its strategic environment.

The environment provides the university with Strengths (S), relative Weaknesses (W), Opportunities (O) and Threats (T) that must be managed properly in order to ensure long-term survival and success. Analyzing its internal strengths and weaknesses and assessing the external opportunities that it has and the threats facing it can best be understood by examining the University's strategic environment.

3.1 Strengths

The following are the strengths that the University needs to keep and develop them further:

- **_Suitable Programs:_**

  The University provides academic programs in a flexible manner and different modes of study in fulltime and part-time that makes it suitable for everyone to achieve their aspiration of success in life.

- **_Curricula:_**

  The University teaches carefully planned standard and continuously updated curricula that meets market needs and students' aspirations in achieving their academic goals.

- **_Infrastructure:_**

  The University is equipped with the necessary infrastructure and resources such spacious classrooms, study spaces, libraries and laboratories.

- ***Qualified Personnel:***

  The University has been improving its quality of teaching and learning since its inception by training its academic staff and introducing new skills and technologies to the operations of the academics and support personnel.

- ***Reputation:***

  The University has a history of success in producing high quality scholars and providing community services. It is this reputation that makes Nugaal University unique and attractive to both students and staff.

- ***Employed Graduates:***

  The University graduates are highly active in the limited labor market of the country.

- ***Affordable Tuition Fees:***

  The University is a tuition fees based university, but it maintains affordable tuition fees. This provides it with a marketing advantage and the university is searching other sources of financing to keep the tuition fees at minimum.

- ***Adequate Systems for Staff Development:***

  The University has adequate plan for development of lecturers and staff. More than 20 employees were sent for pursuing their postgraduate studies.

- ***Attractive Growing Academic Programs:***

  The University has in place diverse and attractive academic programs which designed to attract and retain qualified professionals. The University has already contracted with a number of well-qualified professionals from

outside of the country and working towards increasing the number of academics joining the University in the coming years.

3.2 Relative Weaknesses

Though the exercise of strategic planning process, the University has identified several areas where the University must strengthen its performance in fulfilling its mission and aspiring to be at top of University ranking. The most important areas of relative weaknesses include:

- *Internal Communication System*:

  The internal communication system of the university is very informal and the University needs to put in place a very robust system of communication within and inter-departmental interactions.

- *Control and Supervision*:

  The University requires to have a formal control and supervision system where the application of the hierarchy and chain of command is properly monitored and tracked down.

- *Support Services*:

  The University has identified several areas that need increased support. These areas include academic advancement in professional training for both staff members and students, adequate funding for both core academic and extracurricular activities, energy supply and a shortage of electrical power generations, cafeteria owned and run by University's student union, and adequate information technology equipment among others.

- *Financial Resources*: The University has experienced growth in student numbers and hence increasing demand on its resources, which have not been adequately met. The collection of fees is not enough for covering all

the costs and the University should endeavor to seeking other sources of income such as endowments, professional training and service provision.

- *Customer Care*:

There is poor customer care in most of the administration offices in the University and needs immediate improvement. The University should act swiftly to take genuine steps in training all the staff members engaged in customer care including how to deal with students current and prospective, staff and community members.

- *English Language*:

The medium of instruction for programmes except Islamic Studies in the University is English. Nevertheless, the English proficiency of the University graduates is not yet at an adequate level and requires coordinated effort across all departments and faculties to make big improvements in enhancing students' skills in English language. The poor performance of students in this subject may be due to lack or scarcity of English Language instructors. The University aims to recruit more highly skilled English language instructors to fill up this gap.

- *Refresher Courses*:

The University needs to prepare refresher and induction packages for the newly recruited staff where these staff can easily find the University regulations, the terms of reference (ToR) of their employment and the all documents and procedures they are required to know from day one in relation to the nature of their work. The University also needs to develop similar packages for fresher students and the visiting community members to make them aware of the support they can receive from the University staff.

3.3 Opportunities

The University has great opportunities to grow and prosper in the coming years due to the location, the education programmes it offers and the services it provides to the wider community.

- ***Qualified Professionals***:

  There is growing need for qualified personnel in the limited labour market of the country in general and in this region in particular due to the booming business sector and governmental and non-governmental NGO activities related to fast growing developmental projects. The University is the only higher education institution capable of graduating students with the right skills and knowledge needed in the competitive market where it is nowadays not enough to know one skill but the to-be successful future students should be multiskilled and multitasked and do more than one task at a time.

- ***Collaboration***:

  Many opportunities exist for collaboration with local, regional/state, national, and international entities as well as universities. NU therefore has many opportunities to engage in international activities. This collaboration enriches the productivity and the academic outcome of the staff and students. It collectively widens the horizon of the understanding of the challenges facing academic institutions in the region and across the globe. It also brings opportunities for the dynamic exchange of expertise and the success of academic programmes.

- *Potential increase in student enrolment*:

    The population of the area is growing fast as many internally displaced people moved in because of the lengthy drought that most of the country endured for the last 1 or 2 years and/or the lack of proper and basic living conditions in the nomadic life nowadays. The number of school-going pupils and students are continuously increasing, creating a growing captive market for fresh students in future.

- **Supportive Community**

    The community surrounding the University is extremely supportive to the programs of the University. This enables the University to serve the community the best possible way in developing suitable academic and research progromme that can have a real and immediate impact on the well-being and the life of the community at large by training enough professionals with the right skills, motivation and aspiration to serve the community.

3.4 Threats

There are a number of threats that the University should take on them seriously and have a plan in how to deal with them effectively:

- *Political Instability and Insecurity*

    NU, as is the case in all-academic institutions in the country, is affected by national politics and insecurity that has engulfed the country for nearly the last three decades with no properly functioning central or federal government in place. Political processes and their direct impact on the lives of people in the country must be better understood in order to facilitate the future stability and enhance the standing and the status of the institution. The political turmoil and its inevitable consequences pose a great challenge and too much uncertainty. The good news is that the

situation seems to changing slowly to the better and the race for institution building has started with fast pace.

- **Social incohesion**

  Social dis-integration and dysfunctional social system are rampant in Somali partly due to the nomadic culture and tribal conflict based customs. Therefore, the University will need to put in place plan a coherent and robust plan that tackles this problem and finds workable solution for all social related challenges during the operations of the University's academic calendar. This will help the University avoid any unwanted disruption or social misunderstanding among students and staff and remove cultural barriers between the society at large.

- **Lack of Academic Rigour at Secondary Level Education**

  In Somalia, serious questions exist about the degree to which many secondary schools provide rigorous Math and English language education. The University will need to have a plan in how to proactively intervene and support students who leave secondary schools with weak academic achievements without compromising the academic integrity and basic requirements to study at degree level.

- **Affordability of University Fees**

  Majority of the students in this region are unable to meet the cost of studying at NU. To help everyone access to quality education, the University should find means to support those students who are in need and cannot afford to pay fees. A functioning welfare system at the University level should be put in place.

- **Limited pool of local professionals and Well-Qualified Academicians**

There were inadequate numbers of local professionals to recruit and the University is obliged to attract high calibre academics from other regions in Somalia and the neighbouring countries. This may be achieved by offering rewarding incentives such as free accommodation and transport on top of the salaries and other benefits they may enjoy. Raising the quality and standards of the University will also make it attract well-qualified professionals.

4 Strategic Performance Areas (SPA)

For an academic institution to survive and achieve its strategic objectives, it needs to overcome the challenges it faces in a relatively volatile social, political, economic and demographic environment with the best academic and administrative talents and skills possible.

To attain the strategic objectives of NU, the ultimate goal is to:

- Become a very robust and strong institution capable of weathering the challenges it faces in its academic, social and political environment.
- Achieve excellence in services' delivery and to
- Contribute to and be conducive to the well-being of the society and the public good.

Therefore, the University needs to identify its strategic areas of performance in the coming five years. In visualizing its future shape and position guided by its vision and mission, the University has – after a wide consultation with all departments and faculties - appropriately spotted the following seven strategic performance areas:

- Research and Development.
- Teaching and Learning.
- Governance and Management.
- Financial Resource Management.
- Infrastructure and Physical Facilities.
- Admissions and Marketing.
- Public Engagement and External Relations.

For each performance area, the University has set up strategic goals, objectives and their corresponding performance indicators in addition to the strategies

adopted (actions taken) and who will be responsible for the implementation of particular strategies.

4.1 Research & Development SPA

No one can exaggerate the significance of research, innovation and creativity and their impact in improving the lives of people for higher education institutions. Development and converting ideas into applications in real life needs in form of the technology, medicine or social practices is equally important. Higher education institutions will remain ineffective and irrelevant without changing the lives of people through evident-led research outcomes and innovations.

4.1.1 Strategic goals

- To strengeth research capacity in all the University's faculties and departments.

Strategic Objectives (SO)	Performance Indicator (PI)
- To establish a centre for Statistics and Data Analysis. - To ensure a systematic research coordination at departmental, faculty and university level. - To establish an academic journal for the publication of locally produced research activities. - To create a research-oriented academic culture that supports and nurtures the skills of both project undergraduate students and postgraduate research outcome.	- A functional research centre coordinating research activities and works as a training centre for enhancing and improving the research capabilities of NU academic community and students. - Creating and encouraging a research culture among academics and students by setting a minimum threshold for the research activities that each academic member and/or graduating students are required

• To motivate staff to be actively engaged in research by offering them financial and non-financial incentives.	to be involved in each term for promotion or awarding their degrees with respect to students.

4.1.2 Strategic Actions

- To stablish a centre for research and professional training.
- To ensure that academic staff systematically coordinate in interdisciplinary research activities across all departments and faculties.
- To establish an academic journal for research publications and motivate staff to do so through incentives.

4.2 Teaching and learning SPA

Teacghing and learning is the backbone academic provision the University offers and the University is determined to excel and exceed all expectations in delivering quality teaching and learning.

The following goals and objectives are collectively identified for the improvement of teaching and learning at the University:

4.2.1 Strategic goals

- Improving and enhancing the quality of teaching and learning by allocating the appropriate resources and equipping teaching staff with most up-to-date innovative teaching and pedagogical strategies.

- To extend the currently academic programme which is mainly first degree in most faculties to postgraduate level in all departments and faculties.

Strategic Objectives (SO)	Performance Indicator (PI)
• Review and update existing	• The quality of programme

academic programmes, policies, and regulations to ensure that they are up-to-date and in line with quality standards framework.	output which could be measured by the level of achievement and academic performance of students.
• Ensure the use of modern and most up-to-date instructional teaching/learning materials utilizing the power of ever-growing technology.	• Suitable and adequate evaluation and assessment system put into place.
• Update the teaching and student assessment methods used in accordance with the University mission.	• Check that the teaching and learning resources are up-to-date and available to students.
• Increase the capacity of the Central University Library by adding up to 10,000 more new and latest edition textbooks covering all disciplines.	• The Library is well resourced and accessible.
	• The rate of students' satisfaction with teaching and learning materials increased.
• Establish a new Academic Quality Assurance department.	• The number of professional training offered to teaching staff has increased.
• Stablish a new Postgraduate Studies centre as well as Technical Vocational Education Training (TVET) Department.	

4.2.2 Strategic Actions

- Review and update existing academic programmes, policies, and procedures
- Develop a rigorous system for teaching and assessing students' performances
- Create a research oriented academic culture
- Ensure use of modern and appropriate instructional materials and methods
- Enhance the existing practical labs.

- Establish medical clinic for training medical students.
- Extend the University library to a capacity of 50,000 books.
- Establish a centre for postgraduate studies.

4.3 Governance and Management SPA

The institutional capacity and the ability to manisfest efficiency and high performance is the springboard to NU and its goaling on improving staff performance and skills. Recruiting high calibre staff and continuously developing the skills of managem,ent and administrative staff is crucial for the effective operation of the University.

The following are the strategic goals, objectives and strategic actions identified for Governance and Management area of strategic performance.

4.3.1 Strategic Goals

- To improve the efficiency and the effectiveness of day-to-day administrative operations of the University.

Strategic Objectives (SO)	Performance Indicator (PI)
- Improve administrative structure to help make effective decision-making processes and deliver better academic quality services. - Improve and update the appraisal and promotion policies and procedures enacted at the University. - Recruit highly qualified staff locally and from abroad to enhance the quality of teaching and learning	- Institutional efficiency: this will be measuring by the percentage of strategic performance activities carried out according the University's strategic plan. - Teamwork index: this indicator will show the level and magnitude of work coordination among staff members.

processes at the University.	• Staff satisfaction, the number of highly qualified staff employed and their impact and positive contribution to academic qualify.

4.3.2 Strategic Actions

- To review and update the recruitment and performance appraisal and promotion systems and procedures followed at the University
- To enhance efficiency and effectiveness of academic and non academic staff through continuous proffessional training and offering the time and support they need.

4.4 Financial Resource Management SPA

The sustainability, diversiblity and the stability of the University funding and its financial resources is vital for the provision of quality higher education and public services. The University has identified the following strategic objectives and actions needed:

4.4.1 Strategic goals:

- To attain financial and operational self-sustainability.
- To attract donations and seek support for the University's Academic and Public Service Programmes.

Strategic Objectives (SO)	Performance Indicator (PI)
• Increase the diversity of financial resources of the University. • Adopt rigorous financial accountability in procurement	• External funding: aggressive campaign for fundraising activities is run from University Alumni, the public and

transactions.	international donors.
• Promote the efficiency and the transparency in financial budgeting and management.	• Financial health: appropriate percentages of the overall budget are tied up to specific lines in the strategic plan.
• Procurement: necessary are purchased through clear bidding procedures.
• Transparency and efficiency: external auditing mechanisms are enacted.

4.4.2 Strategic Actions

- To create University endowment project through fundraising and engaging with local and international donors.
- To use modern budgeting and accountance ICT packages for the transparency and effectiveness of University operations.

4.5 Infrastructure & Physical Facilities SPA

The sustainability and the proper functioning of any academic institution profoundly depends on its location and physical contruction facilities covering the basic needs for offices, classrooms, laboratories, libraries and other support building facilities. The University needs to expand in order to accommodate more students and provide suitable and spacious classrooms and theatres.

Introduction of modern and advanced ICT in learning and administrative management is also essential for the provision of quality higher education. The University plans to use the most up-to-date ICT programmes in all different University academic and administrative programmes especially virtual learning

management to encourage inclusivity, accessibility and active learning processes for all.

For this purpose, the following strategic goals, objectives and the appropriate actions are planned.

4.5.1 Strategic Goals:

- To secure adequate spacious facilities for offices, teaching, learning, research and other academic support activities.

Strategic Objectives (SO)	Performance Indicator (PI)
• Secure adequate space facilities for offices, teaching, learning and other academic activities. • Acquire new land and other physical facilities. • Introduce and maintain modern and most up-to-date ICT infrastructure. • Improve laboratory with modern equipment. • Lobby for securing funding specifically allocated for building facilities.	• Acquiring suitable land property. • Improved and renovated physical infrastructure for academic and non-academic activities. • Laboratory renovations and modernization. • The amount of fund raised for the purchase of land and building facilities.

4.5.2 Strategic Actions

- To acquire new land and build more physical facilities.
- To install and maintain modern ICT infrastructure including Virtual Learning Management systems such as Moodle.
- To promote sufficiency of modern equipment in all laboratories.

4.6 Admissions & Marketing SPA

NU as the only mainstream university in Sool region needs to dramically expand and meet the demands for access to higher education and cater for the growing number of students leaving secondary schools. Many students travel to other parts of the country and some of them go abroad for pursuing their higher education. The University, therefore, should strive to be engaged in active and strong marketing activity to attract all those students.

In this strategic performance area, the University has recommended the following strategic goals, objectives and actions:

4.6.1 Strategic Goals:

- To increase the number of enrolled students in line with the University's admission policy and regulations.
- To create a new effective public relations (PR) and marketing University wide unit.

Strategic Objectives (SO)	Performance Indicator (PI)
• Introduce outreach programmes for secondary school pupils to attract them in the future. • Promote positive public image of the University through carefully designed marketing strategies.	• The number of students admitted on a yearly basis. • The University reputation and public perception measured through student satisfaction and public surveys.

4.6.2 Strategic Actions

- To promote positive public image of the University by proactively engaging with the public and taking part in community services.

- To work closely with secondary schools to attract the potential   students.
- To ensure the quality of education and maintain student satisfaction throughout   the course of study to retain the highest number   of students possible.
- To revise & improve the current university admission policies through a wide consultation with staff and students.
- To prepare yearly marketing plans to attain better admission rate

4.7 Public engagement and External Relations SPA

NU caters services for the community and effective engagement and securing strong ties with the public is necessary and existential factor for the sustainability and the effectiveness of the University's mission. The University is determined to forger partnership and strong links with community and the public it serves at all levels possible. For the delivery of better services, and new and diverse programmes and for the improvement of staff and student skills, the University is also an adamant in networking, collaborating and cooperating with other higher education institutions in the region as well as international universities and colleges.

The following are the strategic goals, objectives and actions identified by the University in this stratetic performance area:

4.7.1 Strategic Goal:
- Cultivate a social responsibility culture at NU.
- To establish strong collaborative relationships with National and international institutions and organisations.
- To reinforce the relations with international universities in the area of staff exchange and research & development.

Strategic Objectives (SO)	Performance Indicator (PI)
• Actively participate in public programmes serving the community and engage with them proactively in addressing social needs of the community. • Create awareness for social responsibility culture and encourage voluntary works in public institutions and programmes. • Forge strong ties and collaborations with national and international institutions and organizations.	• The number of activities organized by the University staff and students in support of community-phased services. • The number of staff and student exchange and scholarship offers made as part of collaboration with other local and international institutions. • The networks and unions joined by the University.

4.7.2 Strategic Actions

- To participate in activities for social welfare.
- To provide free scholarships for those who cannot afford tuition fees.
- To sign Collaborative agreements with Local and International academic Intuitions.
- To join National, Regional and International Universities Unions.
- To establish links with donor community.

5 Implementation of the strategic plan

This strategic plan provides a framework for focussed activities in improving the quality of learning opportunities and community service offered by the University. The following measured are recommended to adopt to make sure that the strategic plan is properly and meaningfully implemented according to the plan.

- Hold a series of training sessions and workshops at the beginning of the

period to make sure that everyone understands the strategic goals and objectives and the collective responsibility of the team for its implementaiton.

- Carry out continuous monitoring and evaluation of the the strategic actioms proposed to ensure that they are on trak and take corrective actions where and when it is necessary.
- Publish annualy reports on the progress made and propose recommendations on the best possilbe way to complete the implementation of the plan.