

NATIONAL UNIVERSITY, KHARTOUM, SUDAN

OUTLINE OF A FIVE-YEAR STRATEGIC PLAN

[Suggested by Administrative and Financial Committee on January 18, 2015, and to the Board approved by the Board of Trustees on September 3, 2015]

VISION, MISSION AND VALUES

The **VISSION** of the National University is to be a world-class leading provider of higher education in the Sudan. This includes aspects of elegance of environment and structures, excellence of curricula and learning strategies, as well as the aim is to have quality of management systems, commitment of investors and employees to customer satisfaction (students, relatives and regulators). Distinguished graduates in academic, general ethical standards, and concern with professionalism and original research production.

The **MISSION** is to: (1) constantly strive to provide efficient and best-in-class professionals, in their specialties (2) meet and exceed our customer needs and expectations, and (3) stay ahead of the competition by creating safe and rewarding workplace facilities and innovating new quality output, services and relationships

The **VALUES** are: (1) obligations to treat the public and one another with personal and professional integrity, consideration and mutual respect, (2) commitment to honesty, truthfulness, respect for human dignity, and professional ethical behavior, (3) fair treatment of all citizens, international staff and employees, with no discrimination on the basis of morphology or ideology (4) promotion of democracy values, hard work, perseverance, commitment to success, accepting responsibility and accountability for one's conduct and obligations and (5) creating and maintaining a respected reputation and positive image in the community as a trusted partner through excellent care of the individual and family, and responsibility towards the community and environmental problems and concerns.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTGS	WEAKNESSES
<ul style="list-style-type: none">• Excellent up-to-date curriculum adapting the most recent modalities of self-learning, problem-solving..etc..• Excellent location, off city crowds• Satisfactory premises• Financial support from the newly formed public company• Fixed calendar• Detailed timetables• Training Contracts with Military Corps• Hospital training facility in same campus• Quality systems and focused management staff• Initial product of graduates recognized and employed internationally	<ul style="list-style-type: none">• Insufficient municipality services (e.g. drainage system)• Limited land for future development, presently• Promotion to a university from a college resulted in low ranking number as the university is few months old.• Weak research facilities, in infrastructure and human capital• Students enrolled are of average (60-88%) school marks, few are below 60

OPPORTUNITIES <ul style="list-style-type: none"> The Ministry of Higher Education understands, encourages and supports private institutions The community need for more seats in current and new programmes Rapidly growing reputability among Sudanese and international students Upgrading to university may improve future intake of students Possibility of getting international accreditations 	THREATS <ul style="list-style-type: none"> Many major competitors in the higher education market General country economic slowdown may reduce demand on private higher education Political boycott to Sudan by some developed countries may restrict transfer of technology for educational and free money transfers. The changing training policies of the Khartoum State Ministry of Health
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THE PLAN

No.	GOAL	OBJECTIVES OR TARGETS [time frame]	TEAM	ACTIVITIES TO DATE
1.	Increase campus size by one-third and upgrade services			
1.1		1. Acquire 9,000 M2 from the surrounding blocks (5 years)	<ul style="list-style-type: none"> Land and Buildings Committee Space Planning and Furniture Committee Procurement Committee Budget Committee 	1. Plots 412 and 395: owners identified, negotiations started.
1.2		2. Complete the Engineering building (1-year)		2. Engineering building started (15% finished)
1.3		3. Build 5-story in plot 413 For outpatient (5-years).		3. Design of building for 413 completed, not yet approved.
1.4		4. Build conference centre in Plot 397 (5-years)		4. Application submitted to IDB -Jeddah
1.5		5. Build Phase-1 of students hostels [5-years]	<ul style="list-style-type: none"> Student Welfare Committee Land and Buildings Committee Procurement Committee Budget Committee 	Nothing
1.6		6. Change overall drainage system to central	<ul style="list-style-type: none"> Land and Building Committee 	1. Negotiations started with Ministry of Infrastructure.
2	Own a resort outside the city			
2.1		1. Acquire an agricultural piece of land outside Khartoum, to be used as a resort for students and staff recreation (2 years).	<ul style="list-style-type: none"> Land and Buildings Committee Budget Committee 	1. Application sent to Wali (Governor) of Alqazira
3	Be Sudan-leading university in experiential education			

3.1		1. Draw plans of integrated work and education to involve students from the health professions and administrative sciences in daily work in the hospital (1-year)	<ul style="list-style-type: none"> Education Committee Career Advice Committee Hospital and Training Sites Committee Student Welfare Committee 	1. Steps are fast towards opening the hospital
3.2		2. Foster links with training and workplace active centres (2 years)	<ul style="list-style-type: none"> Hospital and Training Sites Committee 	1. Faculty of Pharmacy involved 4 pharmaceutical factories in training.
3.3		3. Implement community service education (ongoing).	<ul style="list-style-type: none"> Education Committee 	1. Faculty of dentistry offer free dental care to local community in its premises. 2. Student societies travel to villages and schools to deliver health education sessions.
3.4		4. Establish research in experiential innovative practice and opportunities (3 years).	<ul style="list-style-type: none"> Research Committee CPD 	1. The faculties of Admin Sciences and of International Relations are planning Journals (Sudan Business Monitor, International Relations Monitor)
4	Increase worldwide impact and recognition of National University research			
4.1		1. Launch a research-intensive plan in tropical medicine, molecular biology, hospital and industrial pharmacy, education, entrepreneurship, international relations (2-years)	<ul style="list-style-type: none"> Research Committee Council of Postgraduate Studies 	1. Sudan Medical Monitor reached volume 10 (3)
4.2		2. Upgrade quality of articles and size of the "Sudan Medical Monitor (2-years)	<ul style="list-style-type: none"> Research Committee 	1. Appoint full-time Managing Editor
4.3		3. Establish links with industry and other stakeholder for practical and transformational research (4 years)	<ul style="list-style-type: none"> Research Committee 	1. Faculty of pharmacy started practical research.
4.4		4. Increase participation of academic staff and students in national and international research conferences [5 years]	<ul style="list-style-type: none"> Research Committee CPD Student Welfare Committee Administrative and Financial Committee 	1. Travel support for any staff member presenting a paper.
4.5		5. Increase levels of external research funding (5 years)	<ul style="list-style-type: none"> Research Committee 	1. A staff member [Dr. Rihab Omer] has been appointed for external research links. 2. Floor 8 of the hospital building is reserved partly

				for research, no equipment.
5	Maintain leading-edge and outstanding academic programmes [Sustaining excellence in education]			
5.1		1. Improve audits on undergraduate programme details and monitoring	<ul style="list-style-type: none"> Curriculum Committee Quality Standards and Governance Committee Faculty Boards 	1. Academic calendars and timetables prepared 2. Lesson plans prepared for first semester in 2014-2015.
5.2		2. Evaluate and Review curricula at the end of year -2	<ul style="list-style-type: none"> Faculty Boards Curriculum Committee 	1. Nominations of representatives in Curriculum Committee
5.3		3. Develop and upgrade learning technologies and distance education to the latest effective [5 years]	<ul style="list-style-type: none"> Education Committee ICT and E-Learning Committee 	1. Assessment method is already computerized for about 50% of exams
5.4		4. Improve on staff appraisal and classroom observation activities	<ul style="list-style-type: none"> Deans Secretariat of Academic Affairs Quality Standards and Governance Committee 	1. Already started, observations filed.
5.5		5. Calculate and monitor admission rates.	<ul style="list-style-type: none"> Secretariat of Academic Affairs 	1. Letter written to IT section of Ministry for the possibility of finding rate from application portals
5.6		6. Attract higher quality students to enroll in university [10% within 5 years]	<ul style="list-style-type: none"> Secretariat of Academic Affairs 	1. Percentages of marks for enrollment raised by 3%(med), 5 %(dentistry) 3% (Pharmacy) and 8-10% (others), 0% in Administrative Sciences
5.7		7. Increase number and improve quality of postgraduate programmes [4 years]	<ul style="list-style-type: none"> Council on Postgraduate Studies 	1. Approved MSc in Anatomy, CT/MRI, ultrasound, hospital pharmacy. 2. Application for 6 MBAs
5.8		8. Purchase and install a printing press [5 years]	<ul style="list-style-type: none"> Printing and Publications Manager Procurement Committee Budget Committee 	1. Application sent for approval of a NUSU press as a publisher
5.9		9. Establish more faculties and programmes [2]	<ul style="list-style-type: none"> Academic Council 	1. Preliminary approval of three bachelor degrees in engineering.
5.10		10. Include 50% of textbooks and reference material in electronic form in the Library [5 years]	<ul style="list-style-type: none"> Library Committee 	1. Only limited and patchy collection of electronic material

5.11		11. Internal and external staff training. <ol style="list-style-type: none"> Strengthen programmes and encourage attendance in CPD. Sponsor 30 students every year for internal qualifications: masters, PhD, and fellowships. Sponsor 10 students for external qualifications abroad 	<ul style="list-style-type: none"> CPD 	<ol style="list-style-type: none"> CPD has offered over 100 training courses. Some teaching assistants in the In-campus masters programmes [5 already graduated] Two scholarships for basic medical sciences in Turkey [finished their PhDs]
6	Emphasize Internationalization and Global Presence			
6.1		1. Prepare globally literate graduates and ready to cope with cultural diversity issues [5 years]	<ul style="list-style-type: none"> Curriculum Committee 	1. Students of 4 th and 5 th years of Pharmacy meeting with Bridges International Group on Interfaith issues.
6.2		2. Produce research with an impact recognized by international audience [5 years].	<ul style="list-style-type: none"> Research Committee Printing and Publications Manager 	
6.3		3. Attract international students to constitute 20% of total students [5 years].	<ul style="list-style-type: none"> Secretariat of Academic Affairs International Students Welfare Committee Student Welfare Committee Space Planning and Furniture Committee 	<ol style="list-style-type: none"> Now about 8%. Appointed international student supervisor and focal personnel from Nigeria, Somalia, and Egypt.
6.4		4. Encourage students to engage in international study and work opportunities, and recognize such activities in credit transfers [3 yrs].	<ul style="list-style-type: none"> Secretariat of Academic Affairs Student Welfare Committee 	1. Credit transfers are recognized and practiced
6.5		5. Hold research training workshops –twice annually [2 years]	<ul style="list-style-type: none"> CPD 	1. Contacted International Health Department in the Federal Ministry of Health for a budget line to invite WHO experts on literature databases
6.6		6. Continue efforts in international accreditation	<ul style="list-style-type: none"> Board of Trustees Academic Council Quality Standards and Governance Committee 	<ol style="list-style-type: none"> Medical Faculty has been accredited by Sudan Medical Council according to WFME. Introduced the culture of BAC Standards and started implementation
7	Enrich Student –focused approach to university services [university life]			
7.1		1. Design a plan for vibrant student activities	<ul style="list-style-type: none"> Student Welfare Committee 	1. Appointed “environmental

		and focused services [2 years]		officer” and sport supervisor”
7.2		2. Encourage collaborative and multidisciplinary projects in undergraduate coursework [3 years]	<ul style="list-style-type: none"> Curriculum Committee 	1. Common courses for first year students (university requirements)
7.3		3. Improve the physical appearance of campus to be attractive and student-centric	<ul style="list-style-type: none"> Land and Building Committee Space Planning and Furniture Committee 	1. Master plan for spaces, passages and shades is prepared.
7.4		4. Provide student counselling services [1 year]	<ul style="list-style-type: none"> Student Welfare Committee Parents and Families Programmes committee 	1. A professor of psychiatry has been appointed, policy is being finalized
7.5		5. Provide a reliable interactive portal and IT environment for students and alumni to express their suggestions, inconveniences and expectations [2 years]	<ul style="list-style-type: none"> Student Welfare Committee ICT and E-Learning Committee 	1. President met with all students during 2 nd semester of last year and 1 st semester of this year
7.6		6. Enroll all students in a reliable health insurance agreement [2 years]	<ul style="list-style-type: none"> Student Welfare Committee Hospital and health-related faculties 	1. The Sudanese Insurance company has been contacted, agreements are written and signed. 2. Students were informed, feedback is awaited from their guardians and sponsors. 3. National Student Welfare Organization has been contacted to contribute to students who are unable to pay for the premium..
7.7		7. Improve interaction between students, academic and non-academic staff.	8. Student Welfare Committee	1. Formation of Student Scientific Associations
7.9		9. Avail residential apartments for students [5 years]	<ul style="list-style-type: none"> Land and Buildings Committee Administrative and Financial Committee Customer Service Committee 	Nothing
7.10		10. Ensure that health and Safety issues in campus are effectively understood and addressed [1 year]	<ul style="list-style-type: none"> Health, Safety and Risk Assessment Committee 	1. Started monitoring classroom temperature and humidity
7.11		11. Involve students in committees	<ul style="list-style-type: none"> EC, RC,SFC, CPgSv QSGC, LBC, HSRC, ICT-ELC, GAAC, PFPC, ISWC, ECPDBA, CSC, HTSC, MCC, Help Desk C. 	1. Only very limited representation so far
7,12	Sport facilities	12. Establish sport facilities owned by the	<ul style="list-style-type: none"> Faculty of physiotherapy 	1. Appointment of Dr. Ahmed

		University [see Sport Activities Plan [2 years]- a. Appoint staff b. Improve in-campus outdoor facilities c. Establish in-campus in-door facilities d. Encourage and seek resources for girls sport initiative.	<ul style="list-style-type: none"> Deanship of Students Affairs 	A. Khamis as Sports Officer. 2. The multigame [Basket, Volley, Tennis] yard has been renewed. 3. The football playground has been established. 4. Renting contracts have been signed with neighbouring facilities
8	Establish effective employer-employee functional relationship and be an exemplary employer			
8.1		1. Attract highest quality staff to enhance standards and reputation of university [5 years]	<ul style="list-style-type: none"> Human Resources Committee Staff Welfare Committee Administrative and Financial Committee 	1. Apply to the Board of Trustees for a better salary scale and other benefits
8.2		2. Recruit international staff or Sudanese in diaspora in research and technology [3 years]	<ul style="list-style-type: none"> Human Resources Committee Administrative and Financial Committee 	1. Inviting Sudanese in diaspora
8.3		3. Introduce health insurance policy for all staff [1 year] and enhance well-being, integrity and dignity of staff [2 years]	<ul style="list-style-type: none"> Administrative and Financial Committee The Principal 	1. Negotiations started with some particular companies 2. Contract has been signed and first installment paid.
8.4		4. Strengthen human resource functions to include staff welfare innovations [2 years]	<ul style="list-style-type: none"> Human Resource Committee 	1. Staff given loans last year to buy shares in company from the stock market.
9	Increase commitment and contributions in social responsibility			
9.1		1. Open physical premises and service resources for greater use by public. [1 year]	<ul style="list-style-type: none"> All faculties and centres Parents and Families Programmes committee 	1. Free dental care is provided to the local communities 6 days/week
9.2		2. Share and exchange knowledge and skills with local communities and be "good neighbours" [2 years]	<ul style="list-style-type: none"> All faculties and centres 	1. University contributed to the establishments in Alraqi Area
9.3		3. Support staff and student volunteering in the community and NGOs [5 years]	<ul style="list-style-type: none"> All faculties and centres 	1. Transport and food subsidy is given to student volunteer groups carrying out service fieldwork in Gezira, White Nile, Kassala and Red Sea Wilayas
9.4		4. Contribute open coursework initiatives in health education in public media	<ul style="list-style-type: none"> All faculties and centres 	To be started.

