

NATIONAL UNIVERSITY, KHARTOUM, SUDAN

OUTLINE OF A FIVE-YEAR STRATEGIC PLAN – 2017-2022

[First suggested by Administrative and Financial Committee first on January 18, 2015, and to the Board approved by the Board of Trustees on September 3, 2015, EDITED AND RENEWED, KPI DRAWN AND APPROVED IN 29 Dec. 2017.]

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	THREATS
<ul style="list-style-type: none"> • The Ministry of Higher Education is 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 	<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 inconsistent attitudes of the Khartoum State Ministry of Health

THE PLAN

No.	GOAL	OBJECTIVES OR TARGETS [time frame]	TEAM	ACTIVITIES TO DATE – August 6, 2018	
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 	1.1 Purchased 32,000 M2 in Bagair Area (15 Km South of Campus).	
1.2		2. Complete the Engineering building (1-year)			1.2 Engineering Building completed, only lift will be fixed before end of Oct 2018. Engineering workshop under construction, foundations completed, skeleton imported, will be finished hopefully during 2019.
1.3		3. Build 5-story in plot 413 For outpatient (5-years).			1.3 Design of building for 413 completed, not yet approved. Scheduled for 2019-2021
1.4		4. Build conference centre in Plot 397 (5-years)			1.4 Designs completed not yet approved by authorities, scheduled for June 2020
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 	1.5 Project postponed since the National Student Fund has already established a set of hostels nearby.	
1.6		6. Change overall drainage system to central	<ul style="list-style-type: none"> • Land and Building Committee 	1.6 Meetings held with State Ministry of Infrastructure. Proposal approved, down payment is underway, project will end before December 2019	
2	Own a resort outside the city				
2.1		1. Acquire an agricultural piece of land outside Khartoum, to be used as a	<ul style="list-style-type: none"> • Land and Buildings Committee • Budget Committee 	2.1 In Bagair area, next the rural hospital, to start after completion of the hospital building in 2019.	

		resort for students and staff recreation (2 years).		
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	<ul style="list-style-type: none"> • Education Committee • Career Advice Committee • Hospital and Training Sites Committee • Student Welfare Committee 	3.1 Higher Education finally approved the opening of the hospital, hopefully finalized before end of OCT 2018. Rural hospital building started and will be finished before July 2019.
3.2		2. Foster links with training and workplace active centres (2 years)	<ul style="list-style-type: none"> • Hospital and Training Sites Committee 	3.2 Contract with training hospitals renewed. Faculty of Pharmacy involved 4 pharmaceutical factories in training. Collaboration Agreements with four Malaysian Universities,
3.3		3. Implement community service education (ongoing).	<ul style="list-style-type: none"> • Education Committee 	3.3 4 courses finished. Faculty of dentistry offer free dental care to local community in its premises, at the rate of 60-100 patients/working days. 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 	3.4 The first issue in the new journal in the areas suggested will come out before Dec 2018. 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 	6.1 National University Research Institute (NURI) established and functions. Sudan Medical Monitor reached volume 12 (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 	ONGOING
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 	4.3 Most Pharmacy students to do their graduation project with industry (Pharmacy Annual Report)- Faculty of pharmacy started practical research. NURI published articles in high impact journal on genetics, bioinformatics and established links for training is drug discovery.
4.4		4. Increase participation of academic staff and students in national and	<ul style="list-style-type: none"> • Research Committee • CPD 	4.4 Around 10 staff members contributed to international conferences each academic year

		international research conferences [5 years]	<ul style="list-style-type: none"> • Student Welfare Committee • Administrative and Financial Committee 	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. National University Research Institute start operation before June 2016. A staff member [Dr. Rihab Omer] has been appointed for external research links. Floor 8 of the hospital building is reserved partly for research, no equipment. Already attracted funds from international sources and local budget.
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 	5.1 To achieve BAC re-accreditation in Nov 2018. Ensure complete list of requirements in course files, staff files and Academic calendars and timetables prepared. (see % of completions)
5.2		2. Evaluate and Review curricula at the end of year -2	<ul style="list-style-type: none"> • Faculty Boards • Curriculum Committee 	5.2 Faculties' curricula to be reviewed during 2017, and 2018. ENG +IRDS (new), MLS (done) Computer (done), Dent (done), Admin (in progress), Med (in Progress). 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 	5.3 Staff will be contracted to add e-learning and broadcasting material. 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 	5.4 80% of observation to be completed before inspection. Already started, observations in staff files.
5.5		5. Calculate and monitor admission rates.	<ul style="list-style-type: none"> • Secretariat of Academic Affairs 	5.5 Will be reported after completion of admission in 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 	5.6 Increase in all admission marks 10-20% by August 2017 (Done) and by 10% in 2019. 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 	5.7 Add 12 masters programmes during before June 2017 (12+4), one master added in2018.

				Approved MSc in Anatomy, CT/MRI, ultrasound, hospital pharmacy, 5 masters in (Done in 2016-2017) Application for 6 MBAs (Done) and approved, students are through to graduation.
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 	5.8 Application sent for approval of a NUSU press as a publisher (Press approved by authorities), Purchase pending.
5.9		9. Establish more faculties and programmes [2]	<ul style="list-style-type: none"> • Academic Council 	5.9 Preliminary approval of three bachelor degrees in engineering in 2016-2017 (Done), students are in third year in three programmes: civil, electrical/electronic and architecture. Application is to be filled for Ambulance and Emergency Medicine Diploma
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 	5.10 Only limited and patchy collection of electronic material. Access to large literature has been licenced and uploaded for students in the webpage..
5.11		11. Internal and external staff training. <ul style="list-style-type: none"> a. Strengthen programmes and encourage attendance in CPD. b. Sponsor 30 students every year for internal qualifications: masters, PhD, and fellowships. c. Sponsor 10 students for external qualifications abroad 	<ul style="list-style-type: none"> • CPD 	5.11 CPD has offered over more than 100 training courses. The last was on 26/7/2018 "Risk Management". Some teaching assistants in the In-campus masters programmes [10 already graduated] Two scholarships for basic medical sciences in Turkey [finished their PhDs] finished 2 PhD candidates on molecular biology in USM, Malaysia (supposed to graduate in 2019) 1 PhD on Medical Education in University of Wales, Swansea (supposed to graduate in 2019) 1 PhD on Advanced Computing, London (Supposed to graduate in 2020)
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 	6.1 Students of 4 th and 5 th years of Pharmacy meeting with Bridges International Group on Interfaith issues (2017). Encourage students to carry electives Admit more international students (current percentage 8%)

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 • 	6.2 12 papers have been presented to the joint meeting with UPM, Malaysia and 8 published in high impact journals during 2017-2018, about 20 are expected to be published during 2018-2019
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 	6.3 Now about 8%. Appointed international student supervisor and focal personnel (speaks the language) 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 years]	<ul style="list-style-type: none"> • Secretariat of Academic Affairs • Student Welfare Committee 	6.4 Credit transfers are recognized and practiced with 4 National universities, not yet at international level.
6.5		5. Hold research training workshops – twice annually [2 years]	<ul style="list-style-type: none"> • CPD 	6.5 Contacted International Health Department in the Federal Ministry of Health for a budget line to invite WHO experts on literature databases, Literature data base has been added to library window in website. CPD gave courses on research and ethical issues.
6.6		6. Continue efforts in international accreditation	<ul style="list-style-type: none"> • Board of Trustees • Academic Council • Quality Standards and Governance Committee 	6.6 According to WFME standard Medical Faculty has carried out evaluation Sudan Medical Council. Self-assessment is underway. Full Accreditation according to WF is expected during 2019. Introduced the culture of BAC Standards and started implementation for re-accreditation and International Higher Education.
6.7		7. Start searching for a reliable expert or company to introduce digital academic management,	<ul style="list-style-type: none"> • Education and Curriculum Committee • IT department • Faculty of Computer Science and Information Technology 	6.7 Signed provisional agreement with an expert to write a work plan
7		Enrich Student –focused approach to university services [university life]		
7.1		1. Design a plan for vibrant student activities and focused services [2 years]	<ul style="list-style-type: none"> • Student Welfare Committee 	7.1 Appointed “Safety & environmental officer” and sport supervisor” Premises allotted hall for indoor sports
7.2		2. Encourage collaborative and multidisciplinary projects in undergraduate coursework [3 years]	<ul style="list-style-type: none"> • Curriculum Committee 	7.2 Common courses for first year students (university requirements) A total of 42 multidisciplinary cultural activities done during 2017-2018.

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 	7.3 Master plan for spaces, passages and shades is prepared. Engineering building completed with a large surrounding areas.
7.4		4. Provide student counselling services [1 year]	<ul style="list-style-type: none"> Student Welfare Committee Parents and Families Programmes committee 	7.4 A part-time professor of psychiatry has been appointed since 2015, policy is being finalized. A full time psychologist is available for counselling.
7.5		5. Provide a reliable interactive portal and IT environment for students and alumni to express their suggestions, inconveniencies and expectations [2 years]	<ul style="list-style-type: none"> Student Welfare Committee ICT and E-Learning Committee 	7.5 Vice President, Dean of Students Affairs and Secretary of Academic Affairs, and Quality Manager met with all students during 2 nd semester of last year and 1 st semester of this year. IT laboratories, Free WiFi is available for students. Alumni have portal to update their information and links with the university.
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 	7.6 Almutkhasisa Insurance Company has been contacted, agreements are written and awaiting signature by parents or guardians. Students were informed, feedback is awaited from their guardians and sponsors. National Student Welfare Organization has been contacted to contribute to students who are unable to pay for the premium of
7.7		7. Improve interaction between students, academic and non-academic staff.	8. Student Welfare Committee	7.7 Formation of Student Scientific Associations in all faculties. Staff meetings with students.
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 	7.9 Contacting National Student fund, to establish a hostel in the vicinity of the university. Location of private residence is documented by google.
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 	7.10 Once or twice daily monitoring classroom temperature and humidity. Slopes, lifts, fire fighting system, safety posters.
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. 	7.11 Represented in most committees.
7,12	Sport facilities	12. Establish sport facilities owned by the University [see Sport Activities Plan [2 years]-	<ul style="list-style-type: none"> Faculty of physiotherapy Deanship of Students Affairs 	7.12 Dr. Ahmed A. Khamis as Sports Officer, appointed in 2015.

		<ul style="list-style-type: none"> 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. 		<p>The multigame [Basket, Volley, Tennis] yard has been renewed.</p> <p>The football playground has been established, next to university.</p> <p>Renting contracts have been signed with neighbouring facilities, for both males and females</p>
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 	8.1 Board of Trustees for a better salary scale and other benefits at the rate of up to 30% annually. Improve environment for staff work. Invite, rather than announce, for jobs, if possible.
8.2		1. 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 	8.2 Inviting Sudanese in diaspora to contribute to classes (Prof. Abbas Elkarib, and Amir Mubarak contribute annually to Renal system. Other come for short period to deliver talks
8.3		2. 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 	8.3 Negotiations concluded with Elmutkhasisa Medical Insurance co, around 40 staff members already joined. Contract has been signed and first installment paid. More staff members will follow.
8.4		3. Strengthen human resource functions to include staff welfare innovations [2 years]	<ul style="list-style-type: none"> • Human Resource Committee 	8.4 Staff given loans year back to buy shares in company from the stock market. In 2017 car ownership project launched and 40 have received their cars. 5% of annual profit of the National Company for Advanced Educational System is set aside for employees who are punctual and devoted.
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 	9.1 Free dental care is provided to the local communities 6 days/week The hospital will open soon to present nearly free service for poor individuals
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 	9.2 University contributed to the establishments in Alraqi Area, and established contact with the Residents' Committee A broadcasting service is due to operate in January 2019. Building is established in 9 th floor

				of hospital, equipment and imported and senior officers appointed..
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 	9.3 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 	9.4 Supposed to start with broadcast, which offers cultural, public educational, and teaching material on daily bases.