Strategic Plan

2014-2019

Contents

List of Abbreviations

Abbreviation	Meaning
BOD	Board Of Directors
BUC	Board of University Council
JUST	Jamhuirya University of Science & Technology
KM5	Kilo Miter Five Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LABs	Laboratories
LCD	Light Emitting Diode
NGOs	Non-Governmental Originations
PRO	Public Relations Officers
VP R & D	Vice President for Research and Development
VP-academic	Vice President for Academic Affairs
VP-Admin	Vice President for Administration Affairs

1.1. Back ground

After the collapse of Somalia central government in 1991, the whole country vital systems were paralyzed and the education system was not an exception.

The education system was gradually re-established by private institutions and individuals from different disciplines until the higher education in the country began to revive.

Although existing higher education institutions did their best to offer what they could in the way they were able, we still saw gaps to be bridged, and filling these gaps was one major goal for the establishment of Jamhuriya University of Science and Technology (JUST).

Jamhuriya University of Science and Technology (JUST) is Nonprofit, private institution and was officially established in Mogadishu, Somalia, in 2011 by a group of Somali scholars and Intellectuals to fill the existing vacuum (in the quality) in the higher education system in Somalia by providing higher education of international standard.

Despite that JUST is only in its third year of establishment, It has stepped over several milestones as the result of the commitment of its members and the support and the receptiveness it enjoys from its environment.

JUST is now a well-established university with the following capacity parameters:
1. More than 1,000 students studying in four major faculties with thirteen departments.
2. More than 60 lectures mostly Post graduate degree holders
3. About 70 employees (39 full time; 31 part time)
4. Three well equipped computer Labs

5. A basic medical Laboratory

6. An Engineering drawing Lab

7. An Electronic engineering lab

8. A library (currently small but in the process of expansion)

9. A printing facility

10. More than 30 classrooms equipped with whiteboards and LCD Projectors

11. Two campuses (KM5-Digfer and Ged-Jacayl)

12. A conference hall with a capacity of more than 400 people

13. A small canteen that service students and staff with food and drinks

14. Basic transportation facility for the University Staff

JUST is currently offering thirteen programs to cover the needs of the public and private sectors and are under the following major faculties:

1. Faculty of Medicine and Health Sciences

2. Faculty of Engineering

3. Faculty of Economics Management

4. Faculty of Computer & Information Technology

5. Faculty of Education (Under establishment)

1.2.1. Situation Analysis

The situation in Somalia in the past two decades has presented challenges not only for Somalis but also for the international community as a whole. Unpleasant disturbances and instabilities made life almost impossible the education in particular. Many educational institutions closed doors as the result of security developments where others were compelled to continuous relocate to relatively safe areas at the time.

1.2.2. Primary and higher education

The desperate need for education and the absence of effective government since 1990, dictated local communities to establish primary education schools and eventually higher education institutions began to open as early as 1995 and ever since universities and equivalent bodies continued to be established.

1.2.3. The need for Quality education

The increasing number of higher education institutions raised the concern over quality of education to be provided with the absence of higher education authorities and other regulatory bodies. Jamhuriya University of Science and Technology (JUST), was established with quality of education concern in mid and that is where the university motto 'Home of Quality Education' comes from.

In the light of the current situation represented by the academic and social needs, JUST is in the process of extending its academic programs to include professional training centers for those youth who cannot afford the expenses of higher education degree or who cannot wait the length of four year degree program because of family and personal needs.

Although JUST is suffering from shortage of funds it's and there are other constraints including human resources, and advanced education materials, is determined to respond to the current existing and emerging needs in public and private sector.

2.1. The Process of Developing JUST Strategic Plan

This is the first major strategic plan for Jamhruiya University Of science and technology (JUST) and was developed through a process of consultations with various academic and nonacademic departments. A steering committee was appointed by the Board of university council (BUC) and the committee immediately commenced its process by analyzing the university vision and mission and well as the strengths, weaknesses, opportunities and potential challenges that might be waiting ahead. The approach followed by the committee developing the strategic plan was as following:

- Compiling the base line information from university and revising relevant documents
- Holding regular strategic planning meetings with staff and other stake holders
- Forming teams   to review the University's goals, strategic objectives, strategies and activities, and presenting findings to the BUC.
- Share the draft Strategic Plan to receive input from management, deans of Faculties and other departments and update the plan as necessary.

3.0 JUST vision, mission & core values

3.1. Vision
To become a university of international reputation and a distinguished institution of higher learning in research and innovation

3.2. Mission
To contribute to the advancement of knowledge and learning through research and education; to produce graduates who meet the expectations of the nation; and to develop innovative and responsible leaders who are capable of dealing with changes in the local and global environment

3.4. Core values
- Integrity
- Professionalism
- Respect
- Academic
- Teamwork
- Open-mindedness
- Creativity
- Trustworthiness and accountability
- Social Responsibility

4. Objectives

(1) To produce Graduates who are able to:

- Show knowledge and practical skills in their areas of study
- Demonstrate creative thinking, and the ability of real-world problem solving.
- Demonstrate positive leadership, professional behaviors and social responsibilities.

(2) Cooperate with other National and international universities to share resources, enhance productivity and advance knowledge.

(3) Establish centers for seminars and special training programs

(4) Become a destination for researchers and talented scholars who are eager to materialize their creative ideas.

5.0. SWOT analysis

5.1. Strengths

(1) Experienced, qualified and hardworking staff members

    a. JUST has a well-prepared team, which contains most of the founders and other staff members who showed competence and readiness in the short period they worked at JUST.

(2) Good reputations for sticking to quality principles

    a. The academic community deems JUST a reputed institution in sticking to the principles of good quality education.

(3) Good practical labs

    a. JUST students are enjoying well-equipped labs for different faculties and this gives our students more confidence and encourages prospect students to join JUST.

(4) Standard curricula

    a. JUST academic department prepared and continually updates a standard curriculum that meets and local and international market demands.

(5) Efficient use of technology

 a. JUST strives to benefit the technology in all its activities despite the university's limited resources.

(6) Have campuses in two strategic locations in Mogadishu

 a. JUST have two campuses in the two strategic locations in Mogadishu, which are the Bakaro main market area, and KM5, universities area, this gives access to students in over the capital.

(7) Commitment of founders

 a. JUST founders, most of who have post graduate studies are committed to the university vision and mission, so they spend most of their time in thinking for the university advancement.

(8) Satisfied students and stake holders

 a. Periodic measurements of students and other stake holder's satisfaction produced an encouraging result and any raised concerns are dealt with accordingly.

5.2. Weaknesses

(1) Insufficient funding

 a. The whole funding of JUST was done only with the contributions of the founders, which is not sufficient to cover the needs of a modern university with quality improvement in mind. This factor slows down the building process and the procurement of advanced Lab technologies.

(2) Absence of main supporting body

 a. The absence of the role of central government in supporting the higher education systems and the absence of a backing up body that supports the university in infrastructure such land and equipment reflects on its ability to reach its strategic goals.

(3) Rental campuses

 a. The fact that the university resides in rented building for its campuses puts heavy burdens of rent expenses on the university's already limited financial resources.

b. JUST currently lives in two rented campuses which prevents us from involvement in heavy building activities. The university plans to acquire land for its future operations stability.

(4) Poor public & external linkages

a. In the establishment period the JUST administration were heavily engage in the departmental development and laying foundations for future strategies, and this limited the degree of external affairs involvement and public relations engagement.

(5) Poor marketing planning

a. Poor marketing planning and poor co-ordination between the marketing and public relations resulted in unclear marketing and admission situation.

5.3. Opportunities

(1) High number of students graduating from secondary schools

a. There are thousands of students graduating from secondary schools, most of which plan to go to university. This is an opportunity for growth for JUST and other universities.

(2) Good reputation among academic institutions

a. JUST is reputed as a university that does not compromise on education quality and for keeping good academic system.

(3) Existing of many students for whom quality matters.

a. Somali people are gradually becoming aware of importance of quality education, which is a principle with which JUST was born.

(4) Accessibility to new area of Mogadishu, with the new Km5 campus

a. The new campus in strategic areas, gives JUST the opportunity of being easily accessible to students coming from many areas in Mogadishu.

5.4. Threats

(1) Intensity of competition

a. Existing of many bigger and stronger universities, and the emergence of new universities that negatively impact on tuition price and academic

quality, is an obstacle not only to achieve strategic goals but also to survive in the absence of regulating bodies that intervene in the event of ill competitions.

(2) Local community is well aware of importance of keeping quality standards.

    a. The awareness of local community about the importance of quality standards puts heavy pressure on local universities to invest more in modern technology and practical lab materials.

(3) Potential regulations that come from government.

    a. There tentative higher education regulations which are to be passed to National parliament soon. Despite the positive effects it could have on the higher education, it could also imply some restrictions on the operation of private universities.

(4) Poor primary education system

    a. Students from graduating from schools are under the expected standard, and this will affect the students' performance and graduate quality at the end.

(5) Limited job opportunities in both public and private sectors

    a. Difficulty in getting a job after graduation is a real threat for higher education institutions, with many jobless graduates already in the market.

(6) Prevailing poverty condition in the county

    a. Because of the poverty condition in the country in general, there increasing number of students who leave the university because they unable to pay tuition fee or ask university to let them continue their studies free.

6.0. Guiding Principles for Strategic Actions

Planning strategically for an academic institution that is in a country like Somalia is not very easy but it is much easier than making sure that everything goes according to the plan.

The volatile socio-economic situation in the country compels institution and individuals to be alert of the changes in the environment and keep an eye on the factors whose impact has the most dramatic impact on the institutions future.

In pursue of achieving goals stated in the strategic plan JUST holds several principles that guide the development and implementation of the process:

(1) JUST will seek academic excellence by developing integrated programs that primarily focus on the students, their capabilities, limitations and their inspirations.

(2) JUST will have the eyes on its well-articulated mission of advocating the higher education quality.

(3) JUST will strive to create a culture of research, and disseminate this doctrine for a society that believes in research and development.

(4) Striking balance between the theory and practice in the academic programs to produce graduates who are up to the expectation of the nation and can satisfy market needs.

(5) JUST will strive to create an amicable environment that encourages teaching and learning by extending the physical facilities of the university.

(6) JUST will endorse social responsibility as one of its reasons for existence and create programs for helping communities that will be unfold as the university advanced in capabilities.

(7) JUST will endorse sustainable marketing programs which will reflect the increase of student enrolment and benefit the society.

(8) JUST will establish relationships to benefit from the combined effort of local and international institutions and will develop program for community engagement.

(9) JUST will seek and the donor community participation in the university programs that benefit local communities.

7.0. Identified Key Performance areas (KPA)

For An academic institution in Somalia to survive and achieve strategic objectives, it needs to overcome renewing challenges in a relatively volatile social, political, economic and demographic environment.

To attain the strategic objectives and the ultimate goal of JUST of becoming a strong institution which is able to tackle challenges arising from its micro and macro environment and to achieve excellence in service delivery and sustainably contribute to the well-being of the society.

In visualizing its future shape with the its vision and mission in mind, JUST has spotted nine seven strategic performance areas namely: Teaching and Learning. , Research & Development; Financial Resource Management; Governance and Management; Infrastructure & Physical Facilities; Admissions & Marketing, External relations & Linkages;

7.1.1. Teaching and learning KPA

The Teaching and learning process is the back bone for any academic institution. JUST is determined to do any possibility to direct its resources towards the achievement of academic excellence. To do so, the following strategic goals are identified in the teaching and learning key strategic area. The following strategic goals and objectives were identified for teaching and learning KPA.

Strategic goals:

(1)   Enhance quality in teaching and learning by applying innovative teaching strategies

(2)   To extend the academic program level to include post graduate studies

Strategic Objectives

(3)   Review and update existing academic programs, policies, and procedures to ensure that they are up to the requirements of a modern nation with ever-renewing challenges and changing environment.

(4)   Develop a rigorous system for teaching and assessing students performances in accordance with the vision of the university keeping in mind the needs and expectations of the nation.

(5)   Create a research oriented academic culture that grows with the student's grade from undergraduate to post graduate.

(6)   To ensure use of modern and appropriate instructional materials and methods in the context of modern technology.

(7)   Establish a University hospital for practicing medical students.

(8)   Establish a library with 30,000 text books

(9)   To enhance the existing practical labs and equip them with more advanced tools and technologies.

(10)   Purchase and provide relevant academic resources & materials;

(11)   Widen student access to knowledge and their awareness towards applying it to real life.

(12)   Hire academic professionals (national & expatriates) who can contribute to the enhancement of teaching and learning process

(13)   Strengthen the Quality assurance department and empower it so that it monitors and benchmarks the teaching and learning process in all faculties.

(14)   Hold Capacity building trainings for academic staff to equip them with modern teaching and evaluation techniques to develop staff competence in teaching and learning

(15)   To establish a center for postgraduate studies.

7.1.2. Teaching and learning Key Performance Indicators (KPI)

(1) Program quality which can measured by the rate of change in the program quality due to the strategy adaption.

(2) Suitability and adequacy of evaluation system which is indicated by percentage of staff who see the evaluation system as adequate.

(3) Ability of conducting research which is indicated the number of research projects under taken by JUST family members(students and academic staff)

(4) Quality and suitability of teaching materials and methods

(5) Establishment of JUST hospital

(6) Establishment a functional library

(7) Availability and convenience of Practical Labs

(8) Availability of academic materials

(9) Student's ability to apply what they learn in real life problems.

(10)   Number of expertise available and the degree of positive contribution they add to the academic quality

(11)   The student's rate of satisfaction with degree of innovative strategies applied.

(12)   Number of teacher training programs held and the measure of expected outcome.

(13)   The establishment of a center for postgraduate studies.

7.2.1. Research & Development KPA

No one can exaggerate the important for research for higher education institutions. Research is one of the main identifiers for higher education and its absence or weak attention can have a significant negative impact of institutional reputation. The following strategic goals and objectives were identified for Research & development KPA:

Strategic goal:

(1) To enhance research capacity in the University departments;

Strategic Objectives:

1. To Establish a center for research and statistics
2. To ensure a systematic research co-ordination at departmental, Faculty and university level;
3. To establish an academic journal for local research publications.
4. Motivate staff to do research through incentives

7.2.2. Research & Development KPI

(1) A functional research Centre which co-ordinates the research activities and holds necessary trainings for enhancing the research capacity of JUST community members.

(2) Creation of research culture in all faculties, and setting a minimum level of research activities for students and requirement for graduation.

(3) The embedment research education and training in all academic department of the university.

(4) The establishment of research publication academic journal and measure number of publication per issue.

7.3.1. Governance and Management KPA

The Institutional capacity and the ability of manifesting efficiency is the spring stage to JUST final goals of improving the overall performance of the university;. The following strategic goals and objectives where identified for Governance and Management KPA:

Strategic goal:

To improve organizational arrangement of the University to attain efficiency and effectiveness

Strategic Objectives:

1. To enhance recruitment and performance appraisal and promotion system at the University;
2. To enhance efficiency and effectiveness of academic and nonacademic staff members;
3. Enhance Administrative structure for effective decision making
4. Enhance efficiency for achieving better quality academic service

7.3.2. Governance and Management KPI

1. Institutional efficiency: and this will be measured by the percentage of activities that are performed according to the plan.
2. Team work index: will be the effect of the co-ordination and among team members on overall performance.
3. Employee satisfaction: the percentage of employees who say that they are satisfied with their status in JUST

7.4.1. Financial Resource Management KPA

Financial resources are vital to the function of any private and public institution because none of the activities required can be performed without the availability and proper management of financing. The following strategic goals and objectives were identified for Financial Resource Management KPA.

Strategic goals:

    (1) To attain financial and operational self-sustainability

    (2) To attract donations and seek support for University Programs;.

Strategic objectives

1. To increase inflow of financial resources at the University;
2. To purchase more equipment and other supplies for the University;
3. To promote efficiency and transparency in financial budgeting and management at the University.

7.4.2. Financial Resource Management KPI

1. Financial Health: Will be indicated by the percentage of total budget tied to specific lines in strategic plan
2. Procurement: will be measured by the percentage of tangible equipment and other resources provided to the university facilities.
3. External funding attraction: will be indicated by the total donations received from donors and their impact on the institutional performance.
4. Financial transparency & efficiency: will be measures through external auditing

7.5.1. Infrastructure & Physical Facilities KPA

The sustainability and proper functionality of any institution heavily depends on the on its physical location as well supporting infrastructure available. The following strategic goals and objectives were identified for Infrastructure & Physical Facilities KPA.

Strategic Goals:

(1) To secure adequate space facilities for offices, teaching, learning, research and other activities.

(2) Explore and attract local, national, and international (individual and corporate) funding for physical facilities.

Strategic Objectives:

1. To Secure adequate space facilities for offices, teaching, learning, research and other activities.
2. To acquire new land and other physical facilities.
3. To install and maintain modern ICT infrastructure
4. To promote sufficiency of modern equipment in all laboratories.
5. Explore and attract local, national, and international (individual and corporate) funding for physical facilities;

7.5.2. Infrastructure & Physical Facilities KPI

(1) Acquiring of land property

(2) Improved infrastructure and space for academic and non-academic activities of the university.

(3) Provision of sufficient equipment for practical Labs and ITC infrastructure

(4) Quantity of funding for physical infrastructure and equipment received.

7.6.1. Admissions & Marketing KPA

The admission rate of any academic institution can be considered as one of its vital signs. The number of students seeking admission is one of the indicators for success of the failure. The admission is closely related with the marking efforts of the university. The following strategic goals and objectives were identified for Admissions & Marketing KPA:

Strategic Objectives:

(1) To increase enrolled number of students who satisfy conditions set by the university admission policy.

(2) To establish an effective public relations and Marketing management system;

Strategic Goals:

(1) Ensure the satisfaction throughout the course of study to retain the highest number of students possible.

(2) To develop an effective student care system.

(3) To promote positive public image of the University;

(4) To work closely with high/secondary school to facilitate the potential entrant the admission procedures.

(5) Revise & enforce the current university admission policies.

(6) To prepare yearly marketing plans to attain better admission rate

7.6.2. Admissions & Marketing KPI

1. Student Recruitment rate which is the number of students enrolled per year

2. Student satisfaction rate and will be measured by the percentage of students registered with the University for a Minimum period of two semesters who show satisfaction with the university.

3. Retention rate and is indicated by the decrease of dropout rate, compared to previous years.

4. University image: how potential university students see JUST, Which measured through market research in secondary school.

5. Student performance and will be measured percentage of enrolled students who performed well in their courses of study.

7.7.1. Social Responsibility & Community Service KPA

Corporate social responsibility is a sustainability indicator for modern academic and nonacademic institutions. The following strategic goals and objectives were identified for Social Responsibility & Community Service KPA

Strategic Goal:

(1) Cultivate a social responsibility culture in JUST

Strategic Objective:

1. Create a social responsibility culture in JUST that is reflected in the participation in activities for social welfare.

7.7.2. Social Responsibility & Community Service KPI

1. Number of activities organized for helping needing community and programs launched for the benefit of the community.
2. Number of scholarships provided for those who cannot afford tuition fees.

7.8.1. External relations & Collaborative Linkages KPA

No Institution exists in its own world, so collaborative links are important for any institution in general and academic institutions in particular, so JUST   is in need for partnerships and other links at various levels (local, regional and international) . The following strategic goals and objectives were identified for External relations & Collaborative Linkages KPA:

Strategic Goals:

(1) To establish strong collaborative relationships with National and international Institutions and organizations
(2) To reinforce the relations with International universities   in the area of staff exchange and research & development

Strategic Objectives

1. To establish strong collaborative relationships with National and international Institutions and organizations
2. To strengthen the links with International Institutions in the area of staff exchange and research & development;

7.8.2. External relations & Linkages KPI

1. To join national and regional Academic Organizations
2. To Join National, Regional and International Universities Union
3. To Sign Collaborative agreements with Local and International academic Intuitions.
4. Establish links with donor community

8.0. Strategic Objectives and Activities

Jamhuriya University of science and technology (JUST) recognizes that strategies can change or be modified based on circumstances and results. Thus, the University-wide strategies are designed to provide a flexible overall framework. The University-wide initiatives have been designed based on annual or multi-year priorities and action plans. During the period 2014 – 2019 major University-Wide strategies will be revised on a platform of KPAs stated in section: 7.

8.1. Teaching and Learning Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
Enhance quality in teaching and learning	- Review and update existing academic programs, policies, and procedures -Develop a rigorous system for teaching and assessing students performances - Create a research oriented academic culture - To ensure use of modern and appropriate instructional materials and methods - To enhance the existing practical labs	The president, vice president-academic, academic council	Once a year

Strategic Objectives	Strategies	Responsible officer	Time
	Hire academic professionals (national & expatriates)		
	Establish a University clinic for practicing medical students	VP academic, dean faculty of medicine	2016
	Establish a library with 30,000 text books	President, VP R & D	2017
	Hold Capacity building trainings for academic staff	VP academic	Once a year
To extend the academic program level to include post graduate studies	To establish a center for postgraduate studies.	President, VP academic, VP R &D, Public relations Officer	2016

8.2. Research & Development Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
To enhance research capacity in the University departments;	- To Establish a center for research and statistics - To ensure a systematic research co-ordination at departmental, Faculty and university level - To establish an academic journal for local research publications - Motivate staff to do research through incentives	VP R & D	2016

8.3. Governance and Management Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
To improve organizational arrangement of the University to attain efficiency and effectiveness	- To enhance recruitment and performance appraisal and promotion system at the University - To enhance efficiency and effectiveness of academic and nonacademic staff members; - Enhance Administrative structure for effective decision making - Enhance efficiency in better quality academic service	President, BOD members	2016

8.4. Financial Resource Management Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
To attain financial and operational self-sustainability	- To increase inflow of financial resources at the University; - To purchase more equipment and other supplies for the University;;	President, Vice president finance, VP admin	Periodic financial reporting 2019
To attract donations and seek support for University Programs;	To promote efficiency and transparency in financial budgeting and management at the University.	Vice-president finance	2019

8.5. Infrastructure & Physical Facilities Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
To Secure adequate space facilities for offices, teaching, learning, research and other activities. Explore and attract local, national, and international (individual and corporate) funding for physical facilities	- To acquire new land and other physical facilities. - To install and maintain modern ICT infrastructure - To promote sufficiency of modern equipment in all laboratories.	President, Vice president finance, VP admin	2014-2019

8.6. Admissions & Marketing Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
To increase enrolled number of students who satisfy conditions set by the university admission policy.	- To promote positive public image of the University; - To work closely with high/secondary school to facilitate the potential entrant the admission procedures - Ensure the satisfaction throughout the course of study to retain the highest number of students possible. - Revise & enforce the current university	VP admin & operations	Yearly

Strategic Objectives	Strategies	Responsible officer	Time
	admission policies		
To establish an effective public relations and Marketing management system;	- To prepare yearly marketing plans to attain better admission rate		

8.7. Social Responsibility & Community Service Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
1. Cultivate a social responsibility culture in JUST	- To participate in activities for social welfare - Provide free scholarships for those who cannot afford tuition fees	Public relations officer	Recurring

8.8. External relations & Collaborative Linkages Performance Area

Strategic Objectives	Strategies	Responsible officer	Time
- To establish strong collaborative relationships with National and international Institutions and organizations - To strengthen the links with International Institutions in the area of staff exchange and research & development;	- To Sign Collaborative agreements with Local and International academic Intuitions. -To Join National, Regional and International Universities Unions - Establish links with donor community	President, Public relations officer	2014-2019

9.0. Implementation of the strategic plan

Any strategic plan is only as good as its implementation. To ensure proper implantation the organization should plan for it. This Strategic Plan is a tentative to provide a framework for focused planning for the
University. The following measures are recommended to adapt to make sure that the strategic plan is implemented as planned.
- To hold training and workshops at the beginning of the period to make sure that every member of JUST understands the strategic objectives and the collective responsibility of the team.
- To carry out continuous monitoring and evaluation of the activities to ensure that we are on track as to take correctives actions when necessary.
- To carry out periodic evaluation activities on departmental level in coordination with functional departments of the university.