ALPHA UNIVERSITY BURAO STRATEGIC PLAN OF 2021-2025

Foreword

Alpha University Burao is embarking on an exciting journey over those years, building upon our excellence to create a top-tier university boldly leading others into the future. The University will be acknowledged nationally for its quality and relevancy, while retaining its strong commitment to the welfare of the citizens. AUB strives to be highly relevant to its many constituencies by offering innovative programming that addresses the most pressing issues of our time and ensures a sustainable future that promotes quality-of-life along all its dimensions. Such a journey will be characterized by college-wide passion for leadership across our mission and achieving the agility necessary to respond to the rapidly changing and complex environment.

 Alpha University Burao will be increasingly recognized for the following:
- Enhancing the value of its academic degrees.
- Innovation and creativity while advancing its disciplines and their professional practice.
- Developing effective teaching and learning strategies that extend well beyond current best practices.
- Leadership in applied research in the sciences, health sciences, business, ICT, and other areas in which the University can excel.
- Outreach to national and local partners through which intellectual and material resources can be leveraged for mutual benefit.
- Emphasis on student success and preparation for a lifetime of adding value to family, neighborhood, nation, and professional practice.

AUB strategic plan, Building on Excellence, is a courageous yet realistic roadmap for the University's journey. It is among the best private HEI's, and its influence and recognition is extending nationally. The University educates its students to live lives of personal and professional accomplishment and local and national leadership. To that end, departments and staffs focus on giving students the finest academic preparation; their work as teachers, scholars, and support personnel, as well as members of the college community, contributes to the progress and wellbeing of the nation.

Building on Excellence is comprehensive in its scope yet provides practical and specific guidance. In the service of its fundamental goal, this strategic plan gives structure to the process of taking AUB to the best HEI's in the future.

Building on Excellence is based on a solid understanding of the internal and external environments that influence the University future. The plan also is insightful in assessing the University's current widespread excellence, needs, and potential.

Building on Excellence speaks boldly about the institution's future. We are creating a very bright future for all those we serve.

Alpha University Burao
November,2021

1. Introduction

1.1. Overview

Strategic planning is a process by which higher education institution (HELS), nowadays; take seriously as basic tool to meet their objective. The goal of the strategic plan is to position Alpha University Burao for its future so that AUB will be prepared to respond effectively and proactively in a rapidly changing higher education environment in the country. Alpha University Burao is committed to quality higher education and accountability. It also recognizes that a strategic plan must be a fluid and dynamic document. Refinement must be made as it meets new challenges and formulate new goals, always seeking to improve the college as an institution and to contribute to the enhancement of quality higher education.

Alpha University Burao understands that transformation of higher education institutions does not happen overnight nor should happen by accident. It requires careful planning and suitable finding so that the university mission is fulfilled and its goals are attained. It also requires intelligence and dedication from every component of the college community, departments, staffs, students, administrators, alumni and support from the community. In fact, it is clearly understood that it is through dedication and commitment of a multitude of individual and groups that Alpha University Burao will be transformed.

The law, business and health sectors are among the areas where shortage of trained manpower is observed in the country. Currently, huge developmental effort is underway to expand primary health care units by construction and staffing of more health centers and hospitals, with the plan to reach 100%coverage. Similarly the business sector is also increasing in alarming rate which requires huge number of trained human resource. To the huge number of positions that will be created by the economic growth of the country, higher institutions are expected to produce professionals in the required number and quality.

Alpha University Burao was established in 2014 with an initial investment of $ 300,000 U.S by committing itself to contribute its part to fill the gap that is created while Somaliland higher education institutions are expanding and diversified in the country. To this end, the university

already evaluated its capacity to graduates which are highly preferred by employers. It is working harder to boost number of graduates and quality education provision in the coming years.

1.2.   Objective of the Strategic Planning

The objective of preparing this strategic planning document is to develop a forward-looking that will serve the university as a guide in the strategic planning period (2021-2025). By evaluating where AUB is now, and inspecting the situational analysis from internal and external environment, the strategic plan document addresses the direction towards which the college is heading and sets forth overall goals.

1.3.   Where AUB is now?

1.3.1. Location and students [population].

AUB is located at central town of Burao it is main campus immediately next to Dahabshiil head quarter there is also a new campus next to Hass fuel station and 2 other campuses said Dalmash building in Burao, Somaliland there is also other three campuses of remote towns sheikh, Caynaba and Odweyne . It was established to contribute its part in supporting the critical shortage of well-trained professionals in the country. The university initially started three classes in the area of health science, computer science and accounting in 2014. So far, the university has produced a number of competent professionals as per plan both in the degree masters and diploma levels. Thousands (about 1500 thousand) of students in the field of Business, Health Science, law information technology   an area graduated in degree and diploma from the university and currently they are serving their community and country.

1.3.2. Programs

Alpha University Burao has thirteen departments; Nutrition, Nursing and Health officer. Medical laboratory, midwifery, Anesthesia, Accounting, Human resource management, Law, and ICT.

1.2.3. University profile

- Private university

- Year established: 2014

- Name: Alpha University Burao

- Telephone: 00252634436571/002522714950

- Web: www.alphauniversityburco.com

- Email: info@alphauniversityburco.com

2. Vision, Mission, Objectives and values

2.2. Vision

Alpha University Burao envision to be one of the leading and preferred Higher Institution in Somaliland and east Africa in 2025.

2.3. Mission

The mission of Alpha University Burao is to provide the best practices in health science ICT and business educational programs to produce committed, competent, ethical and entrepreneur graduates, providing need-based community service and producing problem-solving research out puts through providing relevance and quality education, research and consultancy to ensure the health care and economic development of the country.

2.4. Core values

Alpha University Burao vision, mission and goals are driven by the institution's values. This guides both the work the AUB undertakes and the way in which AUB undertakes its work.

- Quality Education
- Success Guaranteed
- Research Oriented
- Competency Based
- Accredited Education
- Problem Based
- Student Centered
- Team Work
- Academic Freedom

- Efficient And Organized
- Self-initiative, Creativity & continuous improvement
- Integrity
- Social responsibility
- Accountability
- Good Governance

The mission, vision and goals were evaluated for clarity, ability of message transfer, relevance to the needs of the nation and stakeholders, ambitiousness and their realism (their achievability).

Realizing the Vision

		Vision		

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		Expected Outcomes & Targets		

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Strategic Themes	**Excellence in Education**	**Excellence in Research & consultancy**	**Excellence in community service & Technology transfer**	**Good governance and management**
		Strategic goals		
Enablers		**People**		
		Infrastructure		
		Finance		

The strategic goals are **excellence in education, research& consultancy, community service and technology transfer, and good governance and management**. The three enablers represent what we need to realize our goals. Our commitment to our Strategic Plan is collective and democratic: the entire University e is responsible for its delivery and achievement.

We monitor and report on progress against our Expected Outcomes (EO) and targets annually. We anticipate that, over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies, EO and targets being modified in response to changes in our operating environment.

Unless otherwise stated, the targets run for the life of the Strategic Plan. Underpinning the University -level Strategic Plan are the complementary strategies and plans of our various business areas. These provide further detail on how the University will implement the strategies set out in this plan.

2.5.   Objectives

Based on the above vision and mission, the University has the following objectives:

2.5.1. General objective

- AUB aims at offering quality higher education, training, community services and conducting research to produce competent, efficient and all rounded professionals that meets and exceeds the requirements of students, stakeholders and community by 2025.

2.5.2. Specific objectives

- To train the students that full fill the requirement of higher education criteria, undergraduate and post graduates.

- To produce qualified, problem solving and productive graduates that adds value to the society in their field of specialization.

- To train short course for different professionals.

- To train refreshment course for different professionals.

- To provide need based community service.

- To Enhancing sustained and mutually beneficial relationships and linkage with external stakeholders and the Business Community.

3. SWOT(Strength, Weakness, Opportunity, Threat) Analysis

Strengths of AUB	Weaknesses of AUB
• An efficient management comprised of professionals who have many years of experience in higher education institutions & most of whom have worked in AUB at different positions starting from the position of assistant lecturer.	• Minimal contact & relationship with colleges and universities in the country and abroad Weak in promotional activities.
• Qualified and competent staff (both academic and support staffs).	• Minimal effort to create employment opportunities for its graduates by establishing strong and sustainable relations with potential employers.
• Above all, the main strength of Alpha University burao lies in its good reputation as a provider of quality education in all fields.	• Offer training only in it is administration staff not for academic staff like lecturers
• Strategic location, the University is located at a place where disturbance is minimal and transportation is available to from almost all directions of the city. (new building of Hass)	•
• Has well equipped and organized laboratories, demonstration rooms, library with Wifi internet connection, and computer laboratory and good offices	• Inadequate opportunities for staff development.
	• Insufficient research output.
• Has well equipped library with up to date and world class text books, references, magazines, newspapers and teaching learning aids.	• Mismatch between workload and pay packages.
• Fully adheres to the rules and regulations of the government with respect to students.	• The number of scholarship students is high in per class,
	• Too many campuses cannot be administered
• Academic status determination of students' admission, staffing, academic freedom and academic quality.	
• Managed to establish stable staff.	
• Established system to reward top performing students and system to provision of scholarship.	
• Capacity for consultancy.	
• Remarkable legacy and experience.	
• Good reputation in the town with lecturers and staff salary on time paid	
• Helping the needing students granting scholarships.	

Opportunities • Real opportunities that can leverage the University strength and add to its academic performance that may inflict on expectations are identified. • The education sector has a promising growth capacity in the country. Due emphasis is given to education It is vital for the growth of a nation. • Robust growth of the country which creates huge job opportunities for graduates. • Availability of highly trained instructors in the market. • Large number of graduates will be absorbed while the government and NGOs are making effort to meet these goals. • Government is committing itself to improve academic quality so that colleges providing quality education shall have immense market • Increased coverage of primary and secondary education in the country will significantly enhance student's enrolment at tertiary level. • Growing demand for professional. • Increasing demand for higher education. • Less number of highly skilled professionals in the country. • Favorable government policy on economic liberation and investment.	**Threats** • Escalating cost of education but student's tuition fee is not proportionally increasing. • The market is very competitive and absence of cooperation among private higher learning institution. • Private higher learning institutions are usually ignored while deployment of student's i.e. number and quality of students that join this institution are lower than those to be assigned to public universities. • The increasing living expenses may negatively affect academic affordability. • Weak demand of employers for private college graduates. • Increased unemployment rate. • Inflation and uprising wage rate of the employees. • Increased competition from local and international institutions of higher learning • Coronavirus lock downs • High cost of ICT facilities. • Poaching of staff by other institutions.

	• Sometimes the (nhpc) national health professional in Somaliland doesn't consider students who have graduated in private university for job seekers.

3.1. Competitors Analysis

The competition in the academic sector in Somaliland has become stiffer than ever due to the increase in number of private and government universities and colleges; and foreign universities through distance and face to face education. Therefore, most of the competitors are getting stronger than before in aspects is of diversification, market penetration, capital varieties of courses, professional retention, technology usage, etc. Specifically competitors' distinctive competency is

- Diversification
- Strong market segmentation
- Financial strength
- Social image and recognition
- Pay rate system and
- Country wide branches.

3.2. How AUB responds to competitors?

Many of the competitors have large amount of capital with relative to AUB. They are strong by providing various types of fields and service in order to capture the attitude of customer's and trust. They spend large amount of money for their marketing strategies, like social activities and advertising in addition to establishing wide area branches across the country.

AUB set the following strategies to be a strong competitor:

- Work on academic quality and community service vigorously.
- Diversifying fields of study.
- Establishing more Campuses
- Participating in social and economic activities.
- Participating in different business sectors, media and image building activities.
- Working in collaboration with employers and providing continual support to students after graduation until the graduates fix their own business or steel as employees.
- Creating link with industries, business and professional associations that will strengthen its services.
- Creating link with other HELIs.
- Inviting or hiring competent professionals.
- Develop work relations with other institutions.
- Constructing a specifically designed building for teaching institution.

- Give emphasis on research and development.

3.3. Critical Issues to be addressed

Close examination of the outcome of the SWOT analysis indicates that the following strategic as need to be addressed in the next five years:

- Strengthening good Governance and Management.
- Retain highly trained and qualified staff members.
- Quality of teaching, learning and research.
- Outreach and community service activity.
- Scholarship for female and the disadvantage.
- Partner ships with private and public institutions.
- Programs expansion.
- Sustainability and financial issues management.

4. Where AUB will be in the coming five years?

Strategic themes

Strategic themes, which indicate the general directions that AUB should focus on and exert all the necessary effort to realize the vision of the AUB by carrying out its mission successfully, are imperative to identify. Accordingly, the following strategic themes are identified to address the above mentioned strategic issues:

1. Excellence in Education.
2. Excellence in Research and consultancy.
3. Excellence in community service and technology transfer.
4. Good governance and management.

5. Strategic Theme, Goals And Strategic Objectives

5.1. Strategic Theme – Excellence in Education

AUB focuses on the delivery of quality and relevance education in health IT and business programs. To meet the increasing demand of the society for qualified professionals, AUB shall diversify and expand its programs of study. Targets are set to significantly improve on the various ratios that can be used to monitor the quality of education such as the staff-students ratio, class-students ratio, and student-reference book ratio and tutorial time. By conducting feasibility studies, AUB will encourage additional programs to be functional. Strategic objectives associated with excellence in education issues in the coming five years are presented as follows:

Goal 1: Provide all necessary supports which are necessary for quality level, undergraduate and postgraduate programs.

Strategic objective 1.1: Continuous existence of educational support services that enhance the quality of teaching-learning programs at the desired level over the coming five years.

Strategic objective 1.2: provide educational facilities for additional demand driven undergraduate study programs.

Strategic Objective 1.3: Undertake a study to develop a system that can enhance provision of 95% of programs through regular.

Strategic objective 1.4: Design monitoring and evaluation system that can enhance provision of quality education.

Goals 2: Enhance the teaching-learning process and delivery of quality education for Level, undergraduate and post graduate study programs in all fields over the next five years.

Strategic Objective 2.1: Develop each student's capacity to learn by enquiry, through in-depth study, group discussion, demonstration at degree and level program over the next five years.

Strategic objective 2.2: Increase student enrollment by 25% in undergraduate and level study programs by the end of 2025.

Strategic objective 2.3: Developing and maintaining our rich and varied assets in the university libraries and collections, ensuring the widest access to them via information technology (IT).

Strategic objective 2.4: Develop proper tutorial systems for students with low performance that can improve quality of education by the end of 2025

Strategic objective 2.5: Cultivate a climate in which teaching is highly valued by 2025

Strategic objective 2.6: Embed graduate attributes and employability in all our curricula, and equip our students to compete in the national marketplace by 2025

Strategic objective 2.7: Achieve greater integration of information technology (IT) infrastructure and major equipment procurement within our overall estate planning process by 2025

Strategic Objective 2.8: Undertake internal quality audit at least once a year to strengthen the internal quality system of learning and teaching.

Goal 3: Design and execute different strategies and programs to increase the participation and trust of staffs and customers/students in Level, undergraduate and post graduate study programs.

Strategic objective 3.1: Accomplish the development and execution of best teachers' award system of AUB by 2022.

Strategic objective 3.2: Continue to attain all the necessary supports are discharged for undergraduate and level programs delivered in AUB to be accompanied by practice-oriented education and/or field study over the next five years.

Strategic objective 3.3: Set up and activate mechanisms for collecting and utilization of feedbacks on AUB graduates' performance from employers by 2023.

Strategic objective 3.4: Give entrepreneurship courses developed for all undergraduate programs that would equip students with the idea and techniques of self-business and innovation over the next five years.

Strategic Objective 3.5: Conduct at least one consultative meeting or panel discussion annually on ethics, practicality of education, delivery systems and other issues of AUB.

Strategic objective 3.6: Persistence of students' representation in every student related decision-making body of the AUB so that students can contribute for quality education and timely solutions for problems.

Strategic Objective 3.7: Create collaborations with other universities for the provision quality education of degree and level programs in all fields of study.

5.2.   Strategic theme - Research and Consultancy

Goal 4: Develop its standing and reputation as a premier research oriented education and enhance its research contributions for the nation's socio-economic, technological, scientific and political development.

Strategic Objective 4.1: To foster a vibrant, successful and interactive research community that generates ideas and discoveries, creates new fields of knowledge and makes a difference to the health, societal, cultural, environmental, and wealth development at the local and national level over the coming five years.

Strategic Objective 4.2: Engage staffs and students on identifying community priority health problems and undertake problem solving research to address the societal need by 2023.

Strategic objective 4.3: Conduct at least one AUB research seminar annually.

Strategic objective 4.4: Publish at least one research on reputable journal annually.

Strategic objective 4.5: Stimulating students and staff to engage with the public and relevant stakeholders in training, consultancy, policy and practice as part of their research, with a focus on impacts and identifying future research requirements

5.3. Strategic Theme - Community Services and Technology Transfer

By designing different projects and joint ventures in accordance with AUB legislation, AUB will ensure the provision of a range of outreach and technology transfer programs that involve its staff and students. Strategic goals and objectives associated with this theme are:

Goal 5: Expand and strengthen the outreach activities.

Strategic Objective 5.1: Strengthen a system that enables AUB students to provide free service to neighboring communities over the coming years.

Strategic Objective 5.2: Strengthen community service through provision of education for those who are not able to afford it.

Strategic objective 5.3: Strengthen working relations with relevant stakeholders' technological and business matters and identify their demands over those years.

Goal 6: Establish and maintain a long lasting professional (educational and research) collaboration with national institutions that support its rationale of establishment.

Strategic objective 6.1: Conduct discussions with at least 3 (organizations and/or associations) in Burao by the end of 2023and create practical learning opportunities for students and provide professional services for these institutions.

Strategic objective 6.2: Conduct consultative meetings with at least five hospitals, Pharmacies and industries/enterprises (government and/or private) with the primary intention of creating practical learning opportunities for our students and providing professional services up to the end of 2022

Goal 7: Promote all its core activities, programs, achievements and contributions to increase its local and national recognition over the next five years.

Strategic objective 7.1: Install regular and updated information dissemination system about all the AUB activities, programs, contributions and profiles through the AUB website. And Facebook page.

5.4. Strategic Theme: Good Governance and Management

AUB's major focus of the management in terms of governance and management includes improve efficiency on major administration areas such as revenue collection, grade distribution, provision of facilities, and decision-making system in a transparent manner. IT supported decision making is one of the areas under governance and management which AUB will give special attention.

Goal 8: Ensure that the governance and management system that enables AUB *to systematize all its reforms and strategic development efforts, and to increase its revenue and to enhance its resource utilization by providing its mission successfully.*

Strategic Objective 8.1: Strengthen clear policies, systems, procedures and operational manuals for AUB that ensures transparent, time-conscious, feasible, effective and clearly defined administrative and internal financial system.

Strategic Objective 8.2: Attain a 25% annual increase in income generated.

Strategic Objective 8.3: Design revenue utilization arrangement of AUB that contribute for the use of internal revenue for research, enhancing education and staff motivation by the end of 2022.

Strategic objective 8.4: Set up a service delivery system that is responsive and sensitive to academic & administrative staff and students' problems by strengthening consultative and participatory systems by 2023.

Strategic objective 8.5: Realize that most communications with students are made via internet(database) by the end of 2021

Strategic Objective 8.6: All staff members trained in service delivery system to enable them to delivery efficient service.

Goal 9: Continuously improving all the necessary physical facilities (infrastructure and materials) required to carry out its mission in AUB over the next five years.

Strategic objective 9.1: Ensure that all the need for all educational tools and equipment for degree, diploma and masters level program are supplied by 2022.

Strategic objective 9.2: Get that the registration and grading are made digital by the end of 2021.

Strategic Objective 9.3: Improve that education facilities are more accessible to students by strengthening the library and IT systems in the University over the coming years.

Strategic objective 9.4: Achieve that all the necessary materials will be ready by the time of registration by the end of 2022,

		Activities Scheduled by AUB							
Goals	**Description**	**Action**	**Responsible Person**	**Year Distribution**					**Remark**
				2021	**2022**	**2023**	**2024**	**2025**	
Goal 1	**Strategic objective 1.1:** Continuous existence of educational support services that enhance teaching-learning quality at all programs at desired level over the coming five years.	→ Avail all necessary inputs for supporting teaching and learning. → Identify problems related to the facilities and act accordingly.	Head QA Departments Admin & Finance	X	X	X	X	X	
	Strategic objective 1.2: Accomplish provision of educational facilities for additional demand driven undergraduate study programs.	→ Assess the situation to identify demand. → Prepare additional facilities and avail facilities based on the demand.	Head QA Departments		X		x		
	Strategic Objective 1.3: Undertake a study to develop a system that can enhance provision of 100 % of graduate programs.	→ Conduct market and need analysis research. → Based on the finding design means of attracting customers or students.	RPO QA Departments		X	x	x		
	Strategic objective 1.4: Design monitoring and evaluation system that can enhance provision of quality education.	→ Undertake periodic internal quality audit. → Identify gaps based on the result of the audit. → Act immediately to address the gaps.	Head QA Departments	X		x			
Goal 2	**Strategic Objective 2.1:** Develop each student's capacity to learn by enquiry, through the in-depth study, group discussion, demonstration at degree and level programs over those years.	→ Give training for instructors on teaching methods → Provide effective teaching skills for newly hired	QA Department heads Instructors	x	x	x	x	x	

Strategic objective	Activities	Responsible						
	instructors before they start teaching → Improve the teaching& learning environment that enhances student centred education. → Strengthen the skill labs to provide skill based education.							
Strategic objective 2.2: Increase student enrollment by 25% in undergraduate and level study programs by the end of 2021.	→ Increase customer satisfaction by providing satisfactory services in education.	QA Department heads	x		x			X
Strategic objective 2.3: Developing and maintaining our rich and varied assets in the university's libraries and collections, ensuring the widest access to them via information technology (IT).	→ Avail updated and modern book & journals in the library. → Strengthen our e-library → Strengthen audio visual references in the library	Library and IT Heads			X			
Strategic objective 2.4: Develop proper tutorial systems for students with low performance that can improve quality of education by the end of 2018.	→ Identify low performing students. → Provide tutorial for those students.	QA Departments	X			x	x	x
Strategic objective 2.5: Cultivate a climate in which teaching is highly valued by 2025.	→ Assign highly qualified and skilful instructors. → Create a conducive teaching and learning environment. → Create a mechanism of rewarding good performing instructors.	Dean Departments	x	x	x	x	X	

Strategic objective	Activities	Responsible						
Strategic objective 2.6: Embed graduate attributes and employability in all our curricula, and equip our students to compete in the national marketplace over those years.	→ Build students capacity and self-confidence. → Adopt other universities experience to create an all rounded professional.	Dean QA Departments		X		x		
Strategic objective 2.7: Achieve greater integration of information technology (IT) infrastructure and major equipment procurement within our overall estate planning process by 2023.	→ Use IT as a tool to support the learning and teaching process.	IT head	X	x	x	x	x	
Strategic Objective 2.8: Undertake internal quality audit at least once a year to strengthen the internal quality system of learning and teaching.	→ Strengthening the quality assurance office. → Conduct period internal quality audit.	QA	X		x	x		
Strategic objective 3.1: Accomplish the development and execution of best teachers' award system of AUB by 2022.	→ Design a mechanism of selecting best performing teachers. → Establish a system of rewarding those teachers.	Dean QA Departments				X	x	
Strategic objective 3.2: Attain that all the necessary supports are discharged for undergraduate and level programs delivered in AUB to be accompanied by practice oriented education and/or field study over the next five years.	→ Make sure that students get skill based education. → Strengthen the skill labs to provide quality skill training. → Strengthen the relationship with stakeholders for students' practical attachment.	Dean Departments QA	X	x	x	x	x	
Strategic objective 3.3: Set up and activate mechanisms for collecting and utilization of	→ Undertake tracer study	Dean Student affairs						

	Strategic Objective	Activities	Responsible						
Goal 3	feedbacks on AUB graduates' performance from employers by 2022.	→ Establish alumni	Dean Student affairs			X			
	Strategic objective 3.4: Give entrepreneurship courses **d**eveloped for all degree and level programs that would equip students with the idea and techniques of self-business and innovation over the next five years.	→ Provide entrepreneurship courses by inviting guest experts on the subject matter.	Dean Student affairs					X	
	Strategic Objective 3.5: Conduct at least one consultative meeting or panel discussion annually on ethics, practicality of education, delivery systems and other issues of AUB	→ Strengthen the student affairs office. → Conduct consultative meeting with students.	Dean Student affairs	X		x			
	Strategic objective 3.6: Set up students' representation in every student related decision-making body of the AUB so that students can contribute for quality education and timely solutions for problems.	→ Strengthen the students' council. → Make sure that a student representative is involved in the decision making.	Management	X	x	x	x		
	Strategic Objective 3.7: Create collaborations with other universities for the provision of degree and level programs in both fields of study.	→ Sign MOU with other universities. → Conduct knowledge and skill transfer with other universities.	Management		X	x	x		
	Strategic Objective 4.1: Engage staffs on identifying community priority health and social problems and undertake problem solving research to address the societal need by 2022.	→ Strengthen the research and publication office. → Prepare budget for research. → Engage staffs in research.	RPO Departments		x	X	x		
	Strategic objective 4.3: Conduct at least one AUB research seminar annually.	→ Conduct research seminar	RPO Departments	X			x	x	

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	Strategic objective	Activities	Responsible						
Goal 4	**Strategic objective 4.4:** Publish at least one research on reputable journal annually.	→ Publish research finding on the college's journal → Publish the research finding on national and international journals.	RPO Departments	X				x	x
	Strategic objective 4.5: Stimulating students and staff to engage with the public and relevant stakeholders in training, consultancy, industry, policy and practice as part of their research, with a focus on impacts and identifying future research requirements by 2022	→ Conduct health related training for the community and other professional. → Give consultancy services on health related issues to the community.	Management RPO Departments			X		x	x
Goal 5	**Strategic Objective 5.1:** Strengthen a system that enables AUB students to provide free service to neighboring communities.	→ Strengthen the public relation office. → Create a conducive environment with gatekeepers to provide free community services related to health and business.	RPO PRO	X			x	x	x
	Strategic Objective 5.2: Strengthen community service through provision of education for those who are not able to afford it.	→ Conducts need assessment. → Prepare a health and education session and provide health education to those who are in need.	Departments RPO PRO	X			x	x	x
	Strategic objective 5.3: Create working relations with relevant stakeholders' technological and industrial matters and identify their demands by end of 2021.	→ Strengthen our relation with stakeholders. → Work closely with them to provide updated technological issues to our students.	PRO	X			x	x	x
	Strategic objective 6.1: Conduct discussions with at least 3 bureaus	→ Sign more MOU with other relevant stakeholders.	Dean				x	x	x

Goal 6	(organizations and/or associations) in Burao by the end of 2021 and create practical learning opportunities for students and provide professional services for these institutions.	→ Strengthen relation with hospitals/pharmacies/ industries to create conducive environment for practical learning.	PRO		X				
	Strategic objective 6.2: Conduct consultative meetings with at least five hospitals, Pharmacies and industries/enterprises (government and/or private) with the primary intention of creating practical learning opportunities for our students and providing professional services up to the end of 2022	→ Prepare consultative meeting with stakeholders → Strengthen practical learning opportunities.	Dean Departments		X				
Goal 7	**Strategic objective 7.1:** Install regular and updated information dissemination system about all the AUB activities, programs, contributions and profiles through the AUB website over those years.	→ Strengthen IT centre → Made accessible all the information about the college through UMC website	IT & Library		X	x	x	x	
Goal 8	**Strategic Objective 8.1:** Strengthen clear policies, systems, procedures and operational manuals for AUB that ensures transparent, time-conscious, feasible, effective and clearly defined administrative and internal financial system.	→ Modify the organizational structure → Revise the management hand book → Provide training for the management personnel	Administration & Finance		X		x		
	Strategic Objective 8.2: Attain a 25% annual increase in income generated.	→ Strengthen our income collection schemes	Administration & Finance					X	
	Strategic Objective 8.3: Design revenue utilization arrangement of AUB that contribute for the use of internal revenue for research, enhancing education and staff motivation by the end of 2022.	→ Properly plan the revenue utilization arrangement. → Plan the strategic and annual budget.	Administration & Finance	X		x	x	x	

	Strategic objective 8.4: Set up a service delivery system that is responsive and sensitive to academic & administrative staff and students' problems by strengthening consultative and participatory systems by 2022.	→ Strengthen the service delivery system → Strengthen the coordination of academic administrative staffs → Create a collaborative working environment.	Dean Administration & Finance		X				
	Strategic objective 8.5: Realize that most communications with students are made via internet (Database) by the end of 2021.	→ Design a means by which the communication process in the college is through internet.	IT	x	x	x	x	X	
	Strategic Objective 8.6: All staff members trained in service delivery system to enable them to delivery efficient service.	→ Conduct performance appraisal to identify gaps. → Provide periodic training for the staffs based on the gap identified.	Management/Dean	X	x	x	x		
Goal 9	**Strategic objective 9.1:** Ensure that all the need for all educational tools and equipment for degree and level program are supplied by 2022.	→ Availing all tools and equipment.	Management	X					
	Strategic objective 9.2: Get that the registration and grading UMC are made digital by the end of 2021.	→ Prepare digital grading system → Prepare digital registration system.	Registrar & examination officer					x	X
	Strategic Objective 9.3: Improve that education facilities are more accessible to students by strengthening the library and IT systems in the college.	→ Strengthen our IT system to provide all information though internet.	Library/IT		X				
	Strategic objective 9.4: Achieve that all the necessary materials will be ready by the time of registration by the end of 2021.	→ Make available all the necessary inputs for teaching-learning process.	Management/ Dean/ Administration		X				

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NB: *Once the activities are started it will continue throughout the coming five years.*

6. Strategic themes & Expected outcomes (Results)

6.1. Excellence in Education.

→ *Expected outcome:* Qualified and skilled manpower produced as per the demand of the nation in various field of studies.

6.2. Excellence in Research and consultancy.

→ *Expected outcome:* Knowledge and skills created and disseminated.

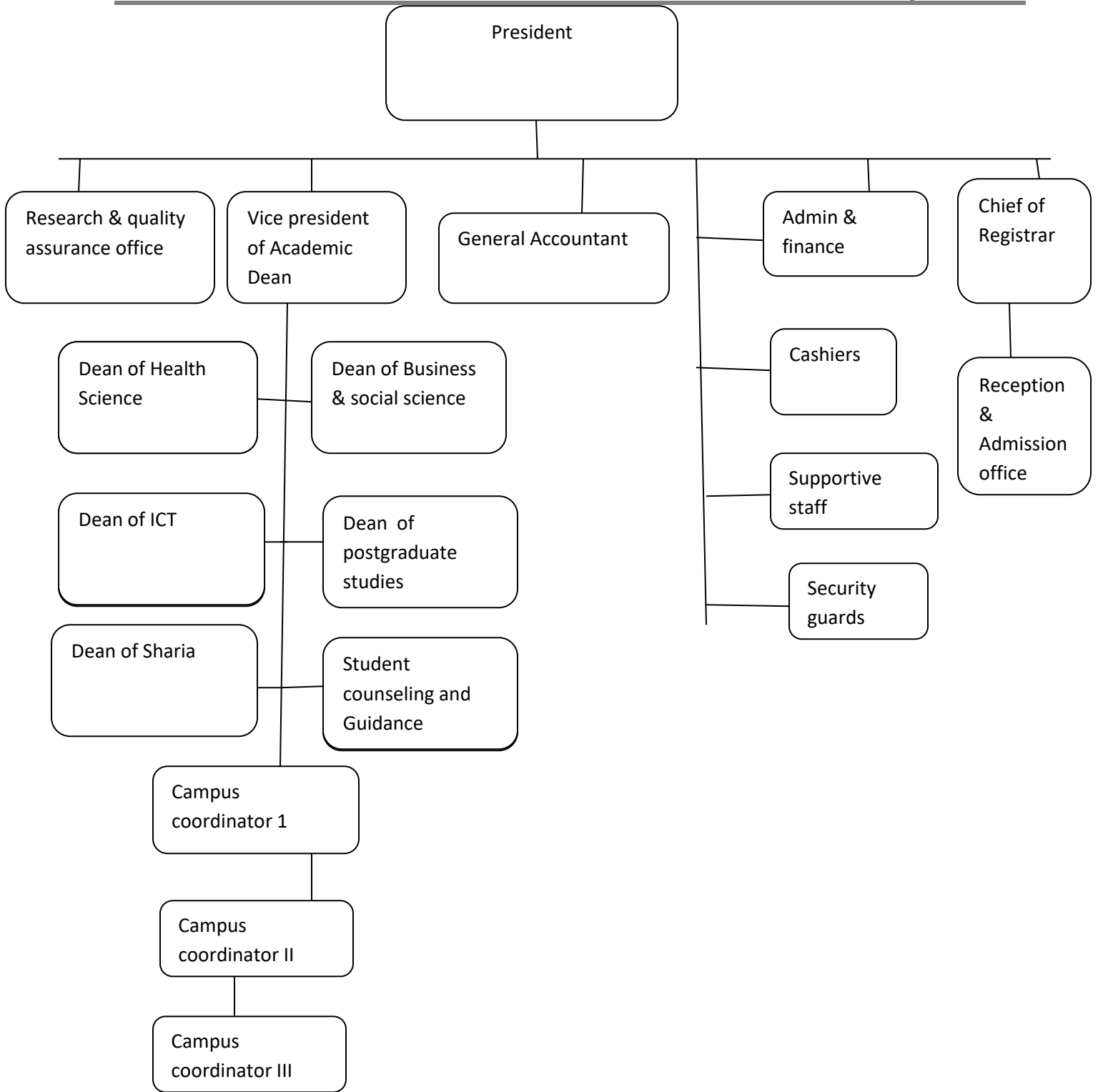### 6.3. Excellence in community service and technology transfer.

→ *Expected outcome:* Remarkable support in knowledge transferring and community welfare improvement.

6.4. Good governance and management.

→ *Expected outcome:* Democratic, free of corruption, transparent, high participatory and responsive institution

7. Management of the University

The overall success of an organization is determined by setting up which is well organized and committed management. It is undeniable that the management of an organization takes lion's share in the development and expansion of the organization. It is up to the management to propose competitive business plan, setting vision, mission, goal and objective of the organization. Availing the necessary resources and recruiting highly skilled professionals, and creating a team spirit and attractive working condition are expected from a good management. In line with this, Alpha University Burao tried to create appropriate and usually flexible management system in order to bring its vision come true. The existing structure of university consists of the board of management, president, management committee, academic dean, administration and finance manager, Genenral Accountant, registrar, department heads, quality assurance head, research and publications head and sections such as, public relations, gender mainstreaming office, library, counseling and guidance and administrative staffs. The organization structure of the University.

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                          President

  Research &    Vice president                    Admin &      Chief of
  quality       of Academic     General Accountant finance     Registrar
  assurance     Dean
  office

      Dean of Health    Dean of Business         Cashiers
      Science           & social science
                                                                Reception
                                                                &
                                                                Admission
      Dean of ICT       Dean of                                 office
                        postgraduate            Supportive
                        studies                 staff

      Dean of Sharia    Student
                        counseling and          Security
                        Guidance                guards

         Campus
         coordinator 1

         Campus
         coordinator II

         Campus
         coordinator III
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8. **Student Admission**

At the undergraduate level, the total enrollment of students is planned to reach 1,800 within the coming five years. The college has full time day study program and evening study program.

8.1. Student Admission Projection of the University

Academic Year
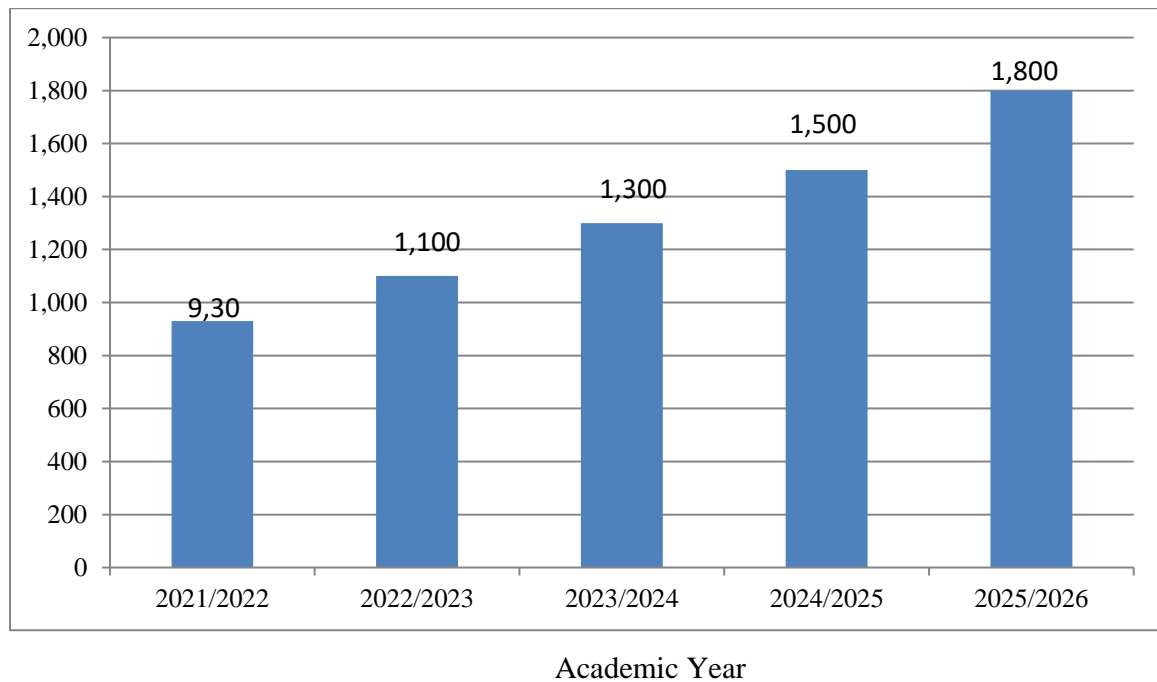
9. Monitoring and Evaluation

Once any plan is designed logically its implementation follows. However, sometimes plans may fail to achieve its intended objectives for different reasons. In other times, plans may take long time to accomplish. Still, there can be another problem related to quality, cost, feasibility and the like. Hence, it becomes absolutely imperative to design monitoring and evaluation system so that problems related to economic efficiency, time efficiency, effectiveness and sustainability can be solved or, at least, minimized by taking timely action for the same. Accordingly, AUB has tried to design its own monitoring and evaluation system as stated below.

9.1. Monitoring

Monitoring is a continuous assessment of interventions and its environment. Monitoring happens at all levels of management and uses both formal reporting and informal communications. Monitoring identifies actual or potential success or failures as early as possible and facilitates timely adjustments. In this regard, there should be monitoring for every plan so that timely corrective

actions can be made without delays. The question is what is to be monitored? For monitoring exercise it is recommended that logical framework matrix shall be developed so that what is to be monitored can be clearly stated and hence monitoring becomes easier. Some of issues that need be monitored can be sorted out as follows. The evaluation and monitoring matrix is shown below:

Monitoring and Evaluation matrix

Performance Indicators (logical Framework Matrix)

Summary	Intervention Logic	Objectively Verifiable indicators (OVI's)	Means of Verifications (MOVs)	External Factors (Assumptions)
Development Objectives(Overall objectives)				
Immediate Objectives(Specific Objectives)				
Activities				

What is monitored?

→ Overall objectives (Goal or development objectives) – Impact or relevance of the plan is monitored.

→ Specific objectives (purpose)- Achievement of the purpose of the plan or effectiveness of the plan need to be monitored

→ Expected Results (outputs)- Extent of achievement of results, sustainability

→ Activities- Carrying out of activities, efficiency of activities

→ Means- Delivery of Means

→ Assumptions-Changes in environment.

How to monitor: Monitoring can take place either through periodic reporting, management committee meeting, periodic supervision, midterm reviews, etc. For report monitoring to take place there should be clearly stated reporting procedures. First of all, a common format for progress and periodic reports shall be developed and distributed to all stake holders. Using these formats all departments are required to report at the end of every semester. This report is expected to include problems encountered and actions taken by them. Besides this, all departments shall report fortnightly progress report that states only major achievements, problems encountered, actions taken and actions needed via email or in hard copy.

Indeed, department heads should not wait for the reporting time to come if any issue that needs immediate attention crops up.

Additionally, management of AUB meets every semester with the presence of respective departments to undertake discussions on the progress of the program. Furthermore, the academic committee meets once monthly with respective departments undertake discussions on the progress of the program, problems faced and solutions attempted.

University's management should also monitor the performance of previous management decisions. The decisions made in management and academic commission meetings shall have its own series of minutes and these minutes can be used as a reference for future actions. Moreover, AUB attaches more importance to its internal quality audit year with the presence of stakeholders.

9.2. Evaluation

In addition to monitoring, there should also be periodic evaluation of the programs. This evaluation exercise should be made at the end of every year with the presence of pool of experts. Still, the overall performances of the programs need to be evaluated both in the middle (on-going evaluation) and at the end of the plan period (ex-post evaluation).

Evaluation of both sorts should consider implementation of the plan based on economic & time efficiency (efficiency in handling activities), effectiveness (in achievement of objectives) and sustainability (in outputs). Each of these criterions has its own importance to consider separately.

10. Assumptions

This strategic plan is expected to be effective if and only if the following are fulfilled.

- The required manpower for undergraduate and level education is approved and put in place.
- The national Higher Education Commission responds positively to private higher education.
- There is sufficient financial support for modernization of private education.

11. Concluding remarks

Alpha University Burao, strives to significantly enhance its efforts and achievements in higher education service sector. Towards the end of this strategic plan period, AUB envision growing towards Alpha University. The academic and administrative staffs of the University are exerting their maximum effort to this effect. External stakeholders are also contributing a lot and continue doing so in augmenting our effort. Without their support, the institution would not have met the expectations of its students even to the minimum level possible. Therefore, by working closely with all stakeholders it is possible to attain the strategic direction mentioned above in this document. Alpha University Burao, looks forward to be among the leading higher institutions in Somaliland in the years to come.