



MUBAS STRATEGIC PLAN

FOREWORD

The Malawi University of Business and Applied Sciences (MUBAS) is an institution of higher learning with a mandate to develop human capital in different fields such as engineering, applied sciences and commerce. This mandate positions MUBAS to thrive as a key player in the Fourth Industrial Revolution by addressing resource gaps obtaining in the global village.. The University fosters **creativity, innovation and entrepreneurship** at all levels to enhance its **financial sustainability**. In line with the aspirations of the Malawi 2063 Agenda which focus on inclusive wealth creation and self- reliance, the University recognises that the success of this Vision is anchored on a knowledge-based economy which has to be spearheaded by advances in the aforementioned fields. Global trends show that countries with a strong base in these fields attain higher economic growth than those with a weak base. Advancing from a substantial platform of accomplishment established by the University's preceding roadmaps, this Strategic Plan highlights new areas of focus that reflect changing times and resource optimisation to steer new directions emerging from the Malawi 2063 through NESIP (2020 -2030) and other policies. Thus, the Plan responds to national and international developments in higher education. Over the next 8 years, the strategic objectives will be implemented through annual workplans of the Executive Management, School Boards, and all departments of the University in consultation with relevant stakeholders. The University commits itself to enhance equitable access to higher education by making use of innovative and alternative methods of delivering education in line with current trends and practices in higher education.

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VICE-CHANCELLOR

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ACRONYMS AND ABBREVIATIONS

DFI	Director of Finance and Investments
DoSA	Director of Student Affairs
DVC	Deputy Vice-Chancellor
ED	Executive Dean
HoD	Head of Department
ICT	Information Communication Technology
MDC	Management Development Centre
MPRSP	Malawi Poverty Reduction Strategy Paper
MUBAS	Malawi University of Business and Applied Sciences
NESIP	National Education Sector Implementation Plan
ODeL	Open Distance and e-Learning
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
QAM	Quality Assurance Manager
SDGs	Sustainable Development Goals
SPC	Strategic Planning Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNIMA	University of Malawi
VC	Vice-Chancellor

1.0 BACKGROUND

The Malawi University of Business and Applied Sciences (MUBAS) was established by an Act of Parliament number 19 of 2019. The University has five Schools and an institute, namely: School of Education, Communication and Media Studies (SECOMS), School of Science and Technology (SoST) School of Engineering (SoE); School of Business and Economic Sciences (SoBES), School of Built Environment (SoBE), and Institute of Continuing Education (ICE). Under the Schools, there are two centres and 17 academic departments.

The multidisciplinary nature of the University puts it in a unique position that is ideal to fully meet the multi-faceted needs of industry and society at large. The University offers a range of undergraduate and postgraduate programmes in various disciplines such as engineering, education, built environment, commerce and applied sciences.

2.0 DEVELOPMENT OF THE STRATEGIC PLAN

The development of this strategic plan was necessitated by the delinking of The Polytechnic from the University of Malawi to become MUBAS. The new University has charted a new direction and developed a clear set of priorities for teaching, research, outreach, curriculum and administrative reforms, financial sustainability for the next 8 years (2022 – 2030).

MUBAS Management set up a Task Force with a clear mandate to develop the University Strategic Plan. In order to attain a focused and relevant plan, the Task Force was further mandated to align the University's strategies with current global and regional policies such as the United Nations Sustainable Development Goals, African Union Agenda 2063, and key national policies and strategies such as the Malawi 2063 and National Education Sector Investment Plan (NESIP).

These policies provided a framework and direction towards development of the Strategic Plan which ultimately aims at socio-economic transformation of the country, region and globe. The University, based on its current strategic position, collaborative initiatives and past lessons and experiences, has the potential and opportunity to become an inclusive, engaged, entrepreneurial, innovative and research-intensive institution.

2.1 Vision

To be an inclusive, engaged, entrepreneurial, innovative and research-intensive University.

2.2 Mission

To advance knowledge, professional competencies and innovation through excellent teaching, research, consultancy, outreach and valuable engagement with industry and other stakeholders. The University is committed to provide a vibrant and supportive intellectual environment that produces influential, entrepreneurial and innovative graduates capable of driving the pace of transformation both locally and globally.

2.3 Core Values

The organizational behaviour of the University will be grounded on the following core values:

Excellence: The University shall strive to provide quality services in line with its mission and strategic goals.

Integrity: The University's staff shall endeavour to be honest, ethical and professional in all interactions while inculcating the highest standards in teaching, research and stakeholder engagement and services.

Discovery and Innovation: The University shall provide space for its staff to pursue knowledge that is based on individual and collective intelligence, curiosity, ingenuity and creativity. The University shall further provide a conducive environment for its stakeholders to develop and translate ideas and inventions into goods and/or services that create value.

Entrepreneurship: The University shall embrace a culture of identification, evaluation and exploitation of opportunities to introduce new goods and services.

Responsiveness: The University shall proactively respond to the needs of industry and the public through delivery of timely and relevant demand-driven programmes and services.

Inclusiveness and Diversity: The University shall endeavour to be fair and impartial to the diverse needs of students, staff and other stakeholders in the delivery of its programmes and services irrespective of gender, tribe or race, among other factors.

3.0 SITUATIONAL ANALYSES

3.1 PESTEL Analysis

The following table summarises the PESTEL analysis for the University:

Political • Political influence; • Wide range of stakeholders; • Government policies and priorities; • Funding to public universities	Economic • Stakeholders' willingness to support the University; • Potential areas for income generating activities; • Availability of adjunct staff; • Demand for programmes; • Exchange programmes for students/staff; • Inadequate funding; • Brain drains; • Limited employment opportunities; • Global economic trends; • Regional integration; • Partnerships with local and international institutions; • Macro-economic fundamentals • Willingness of Financiers to support business ideas	Social • Stakeholders' willingness to support the University; • High population growth; • Quality of secondary school education; • Cultural implications; • Gender and connected demographics; • Lifestyles; • Household structures; • Educational levels; • Distribution of wealth • Stakeholder CSR Initiatives
Technological • Cost of technology; • Rate of technological obsolescence; • Rate of technological advances; • Innovative technological platforms; • Digital divide	Ecological • Urban location; • Existence of other universities offering similar programs; • Emerging public health issues; • Climate change issues; • Energy issues; • People's attitudes towards the environment	Legal • Regulatory frameworks; • Enforcement of legal instruments; • Product regulations; • Employment regulations; • Competitive regulations; • Patent regulations; • Health and safety regulations

3.2 SWOT Analysis

The following table summarizes the SWOT analysis for the University

	STRENGTHS	WEAKNESSES
Internal	• Diversity of programmes; • Diversity of expertise; • Qualified staff; • History and reputation • Facilities for innovation and creativity; • Infrastructure and equipment for teaching, learning and research; • Research Centre; • Land that can be developed; • Presence in all three regions of the country; • Accredited institution and programmes	• Few senior faculties • Limited research activities; • Inadequate infrastructure and equipment for teaching, learning and research; • Limited international footprints; • Low creativity/innovation; • Few links with the industry/public
	OPPORTUNITIES	THREATS
External	• Regulatory frameworks; • Placed in commercial city; • Stakeholders willing to support the University; • Exchange programmes for students/staff; • Partnerships with international institutions; • High demand for programmes; • Government policies; • Potential areas for income generating activities; • Globalization; • Online delivery of programmes	• Inadequate funding; • Emerging public health issues; • Climate change issues; • Cost of technology; • Brain drains; • Limited employment opportunities; • Global economic slow-down; • Political influence; • Existence of other universities offering similar programs; • Rate of technology advancement; • Quality of secondary school education; • Low local industry base

4.0 GOALS AND STRATEGIES

The National Education Sector Investment Plan (NESIP) (2020-2030) highlights a number of thematic areas of strategic achievement for the education sector in Malawi. The following are the three thematic areas highlighted in the NESIP 2020-2030:

- Increase access to equitable education programmes at all levels of the education system;

- Improving quality and relevance of education to reduce drop out and repetition and promote effective learning; and
- Improve governance and management of the system to enable more effective and efficient delivery of services.

In line with these thematic areas and using the SWOTCLOCK analysis, the University defines its main strategic goal and strategic pillars to ensure that the vision of higher education makes significant contributions to education development in Malawi and impact on the social-economic development of the nation.

5.0 MAIN STRATEGIC GOAL

To produce quality and relevant human capital for socio-economic development through advancement of scholarship, enhancement of teaching and learning and service to the global society grounded in research, professional competencies, entrepreneurship and innovation.

5.1 Strategic Pillars

The strategic plan identifies six key strategic pillars that will enable it to contribute towards the national development goals which are shown below.

1. Teaching and learning
2. Research and consultancy
3. Finance and resource mobilisation
4. Governance and management
5. Innovation and entrepreneurship
6. Industry engagement and community outreach

5.2 Strategic Goals for each Pillar

Under each strategic pillar is a strategic goal that describes the desired outcome for the institution. These goals are:

- i. To provide accessible, equitable and relevant education

- ii. To conduct research, and carry out consultancy activities
- iii. To strengthen the University resource base and the financial management system
- iv. To enhance governance and management systems
- v. To promote innovative and entrepreneurial culture
- vi. To enhance industry engagement and community outreach activities

The pillars and their respective outputs are detailed in the following pages:

5.2.1 Strategic Pillar One: Teaching and Learning

Strategic Goal 1 To provide accessible, equitable and relevant education		
Outcome 1	<i>Increased equitable access to programmes</i>	
Outputs	1	Student intake increased (including international students)
	2	New and relevant programmes introduced
	3	Alternative modes of teaching and learning enhanced
	4	Student: Lecturer ratio reduced
	5	Number of female students increased
	6	ICT capacity increased
	7	Library services expanded
	8	Joint/split-site programmes with local and international universities
Outcome 2	<i>Improved teaching and learning facilities</i>	
Outputs	1	Infrastructure for teaching and learning increased
	2	Hostels constructed
	3	Libraries constructed
Outcome 3	<i>Enhanced staff performance</i>	
Outputs	1	Certified faculty in teaching and supervision of students increased
	2	PhDs holders increased
	3	Regular academic audits conducted
	4	Number of staff affiliated to professional bodies increased
Outcome 4	<i>Enhanced relevance of graduates</i>	
Outputs	1	Industry collaborative links established
	2	Academic programmes and facilities accredited
	3	External examiners in place for all academic programmes
	4	Systems for monitoring and evaluation of curriculum delivery in place
	5	Student industrial attachment programmes enhanced
	6	Tracer studies conducted
	7	Regular curriculum reviews performed

Strategic Goal 1 To provide accessible, equitable and relevant education		
Outcome 5	<i>Increased access for students with special needs</i>	
Outputs	1	Infrastructure for teaching and learning of special needs students enhanced
	2	Staff to support special needs students trained

5.2.2 Strategic Pillar Two: Research and Consultancy

Strategic Goal 2 To advance MUBAS as a university that conducts intensive research and consultancies that impact both local and global		
Outcome 1	<i>Enhanced research capacity</i>	
Outputs	1	Research support centre created
	2	Renowned scholars who will make positive contribution to the research strategy of the university and who are leaders in their fields recruited
	3	Seed fund for strategically created collaboration that will impact the profile of the university created
	4	Culture to develop new thinking about solving local problems established that lead to, innovations and curriculum development
	5	Researchers supported to attract funding from international sources
	6	Research results disseminated through credible sources
	7	The capacity of staff across all disciplines to conduct research built
	8	Outstanding staff research efforts rewarded
	9	Relevant school- housed journals increased
	10	Research data-base enhanced
	11	Research Ethics Committee established
	12	Collaborative research projects and MoUs signed
	13	University collaboration plans properly aligned with the industry's research and development strategy to address tangible needs of the industry
	14	Public lectures by renowned scholars and practitioners increased
Outcome 2	<i>Strengthened consultancy capacity</i>	
Outputs	1	Consultancy activities increased
	2	Number of consultancies declared increased
	3	Consultancy projects in emerging issues increased
	4	Consultancy-projects completion enhanced
	5	Research projects and consultancies of all sizes undertaken

Strategic Goal 2 To advance MUBAS as a university that conducts intensive research and consultancies that impact both local and global	
Outcome 3	<i>Enhanced postgraduate studies</i>
Outputs	1 Research based postgraduate programmes developed 2 The completion rate of PG studies improved 3 The average time to completion of PG studies attained 4 Postgraduate scholarships/fellowships/studentships awarded 5 Marketing of Postgraduate programmes enhanced
Outcome 4	<i>Improved infrastructure for research undertaking</i>
Outputs	1 Specialized research laboratories constructed 2 Specialized research labs equipped 3 Postgraduate centre built

5.2.3 Strategic Pillar Three: Finance and resource mobilization

Strategic Goal 3 To strengthen resource mobilization	
Outcome 1	<i>Increased mobilization of financial resources from teaching and learning</i>
Outputs	1 Revenue from international students increased 2 Revenue from evening, weekend and holidays run programmes increased 3 Differentiation and review of fee structure for various programmes (postgraduate, undergraduate and all others) done 4 University funding model/formula for Schools and other units developed 5 Revenue from institutes and centres (run short courses, seminars, workshops, continuous development and international programmes etc.) enhanced 6 Revenue from ODeL and postgraduate programmes increased
Outcome 2	<i>Increased revenue from campus events</i>
Outputs	1 Revenue from campus events enhanced (in form of music and dance concerts, workshops, conferences intramural sports youth activities athletic camps academic ceremonies debates, academic competitions, workshops)
Outcome 3	<i>Increased revenue generated from research and consultancy-based products and services within the schools, centres and institutes</i>
Outputs	1 Revenue generated from research and consultancy-based products and services within the schools, centres and institutes increased

	2	Revenue from industrial consultancies increased
	3	Revenue from local and international partners increased
	4	Revenue from Development and Technology Transfer Units enhanced
	5	Increased revenue from other services and products
	6	Revenue from project grant proposals increased
Outcome 4	<i>Enhanced revenue from asset monetization</i>	
Outputs	1	Revenue generated through Joint Ventures with third parties enhanced
	2	Revenue from university special purpose entities jointly owned by the University and other parties increased
	3	Revenue from Asset Commercialization through licenses such a software application developed internally but offered for use by other universities or enterprises under a License, enhanced
Outcome 5	<i>Increased revenue from commercialization of ideas</i>	
Outputs	1	Revenue from technopreneurship increased
Outcome 6	<i>Enhanced revenue from School based firms or companies</i>	
Outputs	1	Revenue from School based commercial and investment companies increased
	2	Revenue from university trusts and endowments from local or international sources increased
Outcome 7	<i>Revenue from university online funding platforms increased</i>	
Outputs	1	Revenue from university online funding platforms increased
	2	Resources generated through Public-Private Partnerships increased
Outcome 8	<i>Financial management frameworks and systems strengthened and capacity in efficient utilization of resources enhanced</i>	
Outputs	1	Continuous Professional Development (CPD) for finance personnel increased
	2	Revenue from University investments increased
	3	Periodic training of University Management and staff in resource mobilisation and control done
Outcome 9	<i>Strengthen Financial Management framework and systems and Build Capacity in efficient utilization of Resources</i>	
Outputs	1	Timely audit of financial statements conducted per year
	2	Financial sustainability plan developed and implemented

5.2.4 Strategic Pillar Four: Governance and Management

Strategic Goal 4 To enhance University Information Management Systems		
Outcome 1	<i>Enhanced University information systems</i>	
Outputs	1	Automation of information systems
	2	University Management Information System acquired and integrated
Outcome 2	<i>Monitoring and Evaluation of strategic plan implementation</i>	
Outputs	1	Progress of outcomes, outputs and activities tracked
	2	Strategic plan reviews undertaken every 2 years
Outcome 3	<i>Enhanced University support system in governance and management developed</i>	
Outputs	1	University support system in governance and management developed
Outcome 4	<i>Improved staff performance</i>	
Outputs	1	Continuous professional development enhanced
	2	Performance management system (PMS) enforcement
	3	Staff exchange programmes introduced
	4	Training of staff enhanced
Outcome 5	<i>Enhanced gender equity</i>	
Outputs	1	Improved representation of both genders
Outcome 6	<i>Enhanced staff retention</i>	
Outputs	1	Periodic review of conditions of service undertaken
	2	Retention strategies enhanced
Outcome 7	<i>Improved risk management strategies</i>	
Outputs	1	Guidelines for managing risks developed and implemented
	2	Disaster preparedness and recovery plan developed and operationalized
Outcome 8	<i>Enhanced capacity of unions and associations</i>	
Outputs	1	Staff and student union and association leaders trained

Outcome 9	<i>Improved brand of the University</i>	
Outputs	1	Visibility of the University enhanced
Outcome 10	<i>Enhanced adherence to ethics and professionalism</i>	
Outputs	1 2 3	University service charter developed Code of ethics developed and enforced Advocacy on ethics and professionalism introduced and implemented
Outcome 11	<i>Enhanced occupational safety standards</i>	
Outputs	1 2 3 4 5	Safety drills to members of staff conducted Safety drills to students conducted Safety environment checks regularly done Safety equipment well maintained and up to date Identification of safety points

5.2.5 Strategic Pillar Five: Innovation and entrepreneurship

Strategic Goal 5 To promote innovative and entrepreneurial culture		
Outcome 1	<i>Enhanced innovative approaches in curricula</i>	
Outputs	1 2 3 4 5	Staff trained in usage of innovative pedagogies to interrogate their assumptions about the curriculum and their students Student innovation skills developed Critical and creative thinking enhanced Translation of research into innovations encouraged Technology transfer office created
Outcome 2	<i>Supported environment for innovation through research and consultancy activities</i>	
Outputs	1 2 3 4 5	Application of innovative approaches in response to emerging issues increased Capacity of Design Studio and Innovation Hub increased Incubation Centre upgraded to Entrepreneurship Support Centre Developed innovations and inventions patented and rewarded Entrepreneurship mentorship and skills programmes incorporated in all programmes
Outcome 3	<i>Increased capacity in entrepreneurship</i>	
Outputs	1	Opportunities for developing entrepreneurial skills created for both staff and students

	2	Entrepreneurship activities supported at all levels of university units
	3	Staff entrepreneurship skills enhanced
	4	Engagement of entrepreneurs from industry increased

5.2.6 Strategic Pillar Six: Industry engagement and community outreach

Strategic Goal 6 To enhance industry engagement and community outreach activities		
Outcome 1	<i>Improved industry collaboration</i>	
Outputs	1	Number of MoUs increased
	2	Staff externship programmes enhanced
	3	Student internship programme enhanced
	4	Number of collaborative projects increased
	5	Number of student awards increased
	6	Number of student scholarships increased
	7	Contract research enhanced
	8	Interaction between the University and industry improved
	9	Digital collaborative tools initiated
	10	Knowledge management system on community outreach introduced
Outcome 2	<i>Improved community outreach</i>	
Outputs	1	Public and community engagements increased
	2	Expert analysis on emerging issues enhanced
	3	Community based projects in emerging issues increased
	4	Community-based internship and volunteer programmes introduced
Outcome 3	<i>Improved alumni involvement</i>	
Outputs	1	Vibrant alumni office created
	2	Alumni-led mentorship and leadership initiatives introduced
	3	Alumni activities increased
	4	Alumni feedback fora introduced

6.0 ASSUMPTIONS

- i. Demand for higher education in commerce, engineering, science and technology related fields will continue to rise due to technological developments and globalization.
- ii. The University will strive towards self-sustainability.

- iii. The University will position itself to play an important role as through the new NESIP (2020-2030), the 2063 African Union, SDGs and relevant protocols for SADC region.
- iv. The University will be built on new policies taking on board lessons learned from the past to inform its governing instruments.
- v. Opportunities for individual or collaborative funded research projects will be available.
- vi. Opportunities for applied industrial research with major companies in the country or the region will be encouraged in the areas of science and technology.
- vii. The University will have adequate resources to enable its members carry out research and present research findings at conferences, locally and internationally.
- viii. Stakeholder expectations in levels of quality and quantity of products and services will remain high.
- ix. Through expansion, the University will enjoy economies of scale and thereby reduce costs and improve productivity.
- x. There will be adequate management and staff commitment. Support services will also be available.
- xi. The University will increase linkages with other institutions both at local and international level.
- xii. The private sector readiness and willingness to collaborate with the University on various areas for mutual benefit.

7.0 IMPLEMENTATION STRATEGY, MONITORING AND EVALUATION

The strategies that have been formulated for the University are forward looking, designed to be accomplished between 2020 and 2030. These key goals under each strategic area are disaggregated into a number of specific objectives and outcomes, the achievement of which will be measured against set, quantifiable and time-bound key performance indicators (KPIs) that are applicable at University, School, Centre, Departmental and Unit levels as well as at individual staff level. In this way, the strategic areas identified in the Plan are routed directly into the work of individuals via the University leadership through performance contracts.

7.1 Performance Management System

All members of staff have been inducted on the Performance Management System (PMS). The PMS was being piloted out in the 2019-2020 financial year. The successful implementation of this Strategic Plan is largely dependent on the dedication of the staff and Monitoring and Evaluation (M&E) to provide quick. During the implementation stage, it is imperative that there should be ample control and evaluation of strategies, where actual results will be compared against targets and that an evaluation process is going to be used as an input to the control and review strategies.

7.2 Strategic Plan Monitoring Committee

The plan envisages the establishment a Committee on Monitoring and Evaluation (M&E). The aim of the committee is to ensure the smooth implementation, monitoring and evaluation of the strategic plan activities. The Committee will be concerned with tracking a strategy as it is being implemented, detecting problems of changes in its underlying premises and making necessary adjustments as the changing environment.

The Committee will directly report to the Vice-Chancellor with reports and reviews submitted to the University wide committee on a quarterly basis.

7.3 Strategic Direction

Under the assessment of the strategic direction of the University, the check list would include such issues like:

- Are we moving in the right direction?
- Are key things or activities falling into place?
- Are our assumptions or premises about major trends and changes still correct?
Are we doing the critical things that need to be done?
- Should we adjust or abort the strategy or strategies that were formulated?

7.4 Strategic performance

Under the assessment of the strategic performance of the University, the check list will include such issues as:

- i. How well are we performing in our plans?
- ii. Are objectives and implementation schedules being met?
- iii. Are responsible personnel doing their respective assignments in line with tables, schedules and deadlines?
- iv. Are costs, revenues, and cash flows meeting projections as provided in the
- v. Strategic Plan?
- vi. Do we need to make any operational changes to close any identified gaps?

While strategic control will attempt to steer the institution over an extended period, operational controls will provide post-action evaluation and control over short periods falling within one year. To be effective, operational control systems shall be based on the following four steps.

- i. Set standards of performance
- ii. Measure actual performance quantitatively or qualitatively.
- iii. Identify deviations from targets
- iv. Initiate corrective action

7.5 Critical success factors (CSFs)

The implementation process will involve the following actions:

- i. Encourage every member of management and staff to actively participate in translating plans into actions. Create an atmosphere of **total involvement** within the operationalization of the University activities.
- ii. Strive for continuous improvement in **Quality, Efficiency and Responsiveness**.
- iii. Control and continuously improve the University by aiming at achieving effective and efficient decision-making processes that are **guided by good information management systems**.

- iv. Take a **preventive and a proactive approach**. The introduction of performance management system envisages that performers and non-performers will be rewarded and sanctioned respectively
- v. Adopt an error-free attitude. Instill an attitude that “good enough” is not good enough anymore. A **zero-defect attitude** should become each individual’s performance standard.
- vi. Develop linkages with as many stakeholders as possible internally and externally. The success of the University is dependent on the **success of all stakeholders**.

7.6 A Rolling Strategic Plan

The academic world is dynamic and new contemporary issues are always emerging. For the University to adapt to these new challenges and opportunities timely, it is important that a new thinking and approach is adopted in addressing these emerging issues. The approach that would be most suitable for addressing such issues as mentioned above would be the adoption of the rolling strategic plan implementation. This approach entails reviewing and updating the strategic plan and activities annually on the rolling basis.