

Overview of the NUST Strategic Plan 2021-2025

Vision

A premier technological university known for knowledge creation, innovation and entrepreneurship.

Mission

An engaged and responsive university, meeting the needs of stakeholders through excellent education, applied research, innovation and service.

Values



INTEGRITY



DIVERSITY



EXCELLENCE



ACCOUNTABILITY



SUSTAINABILITY

Priorities

Creating a transformative student experience through a sustained University culture

Strengthening the quality of teaching and learning by means of blended and online learning in response to the COVID-19 pandemic

Enhancing research collaboration and impact to boost the ranking of the University

Managing and actively steering the Institutional cultural change

Ensuring Institutional growth and operational sustainability

Competitive Advantage

Signature programmes, projects and services

Robust and supportive learning environment

Strengthened leadership in modern pedagogy

Development and offering of curricula informed by research

High quality research, innovation and entrepreneurship

Vigorous partnerships and networks

Sound governance and management

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
Building a vibrant and engaging learning environment	Driving research, innovation and entrepreneurship	Strengthening stakeholder engagement	Providing leadership in governance and management	Securing Institutional sustainability
GOAL 1: STRATEGIC OBJECTIVES	GOAL 2: STRATEGIC OBJECTIVES	GOAL 3: STRATEGIC OBJECTIVES	GOAL 4: STRATEGIC OBJECTIVES	GOAL 5: STRATEGIC OBJECTIVES
<p>Develop a comprehensive marketing and recruitment strategy to attract highly talented and motivated staff and students from all over the world.</p> <p>Provide an innovative and responsive teaching and learning environment.</p> <p>Provide academic support structures facilitating student engagement, retention and graduation.</p> <p>Provide a modern, state-of-the-art and robust ICT infrastructure that supports 21st century pedagogy and the 4IR.</p>	<p>Establish a distinct research portfolio supported by student and academic staff research.</p> <p>Continuously strengthen research productivity, impact and outputs through funding, training and collaboration.</p> <p>Promote collaborative and integrated research, technology development, technology transfer, innovation and entrepreneurship.</p> <p>Promote global partnerships with universities, research institutes and funding agencies.</p>	<p>Expand the University's capacity, resources, quality and influence through partnerships with the public and private sectors, professional bodies, NGOs and cultural organisations.</p> <p>Involve staff and students in activities/initiatives aimed at uplifting socio-economic conditions of communities.</p> <p>Increase public and private sector access to NUST academic programmes, research and services to stimulate national development.</p> <p>Strategically engage in local and global partnerships to enhance the Institution's academic and research strengths.</p>	<p>Embrace and document a culture of good governance and responsiveness.</p> <p>Promote accountability, integrity, ethical conduct and compliance with applicable laws, regulations and rules.</p> <p>Promote effective internal communication standards and culture change.</p> <p>Set benchmarks for institutional responsiveness, efficiency and sustainability.</p> <p>Embrace and document achievements in culture change and institutional success.</p>	<p>Identify opportunities for diversifying income streams as well as cost containment and reduction.</p> <p>Achieve and maintain optimal - lean and highly efficient - academic and administrative structures.</p> <p>Develop a comprehensive environmental sustainability plan.</p> <p>Align the Human Resources Policy with the new imperatives.</p>
GOAL 1: KEY PERFORMANCE INDICATORS	GOAL 2: KEY PERFORMANCE INDICATORS	GOAL 3: KEY PERFORMANCE INDICATORS	GOAL 4: KEY PERFORMANCE INDICATORS	GOAL 5: KEY PERFORMANCE INDICATORS
<p>Increase the first-year student retention from 78.9% in 2019 to 82.7% in 2025.</p> <p>Increase the overall graduation rate from 24.2% in 2019 to 43.2% in 2025.</p> <p>Achieve a ratio of Bachelor-to-Doctorate degrees awarded of 82:1 in 2025.</p> <p>Increase international student enrollment from 6% in 2019 to at least 10% in 2025.</p> <p>100% of the courses offered in a high quality blended learning environment by 2025.</p> <p>Increase the number of internationally accredited programmes from 2 in 2019 to at least 7 in 2025.</p>	<p>Achieve a per capita ratio of 0.73 for peer reviewed articles and 2.7 for research output by 2025.</p> <p>Achieve a 10% annual increase in research income, industry income, and income from spin-off activities, respectively from 2021 onwards.</p> <p>Develop a framework for measuring research impact by June 2021.</p> <p>Facilitate the creation of at least five new student and graduate businesses annually, from 2021 onwards.</p> <p>Implement a holistic Research, Innovation and Entrepreneurship (RIE) monitoring and evaluation system by June 2021.</p> <p>Develop and implement an innovation policy and blueprint for the University by June 2021.</p> <p>Achieve a 10% annual increase in the number of innovative and technological outputs completed in partnership with industry and communities from 2021 onwards.</p>	<p>Implement a comprehensive Stakeholder Engagement Plan and Policy by March 2021.</p> <p>Increase active Alumni Association membership to 15 000 by June 2021.</p> <p>Establish and operationalise the NUST Foundation by March 2021.</p> <p>Implement the NUST Marketing Plan by June 2021.</p> <p>Broker at least three international partnerships per academic department, with two focused on joint research, by December 2022.</p> <p>Achieve at least three industry partnerships per Faculty by June 2022.</p> <p>Develop a tool to measure the impact of institutional partnerships by October 2021.</p>	<p>Embrace a performance culture with:</p> <ul style="list-style-type: none">Performance Agreements between the Minister and Council Members signed by January 2021Council performance reviews (Self-assessment) conducted annually (by Council members).Performance Agreement between:<ul style="list-style-type: none">1. Council and the VC by February 20212. VC and DVCs by March 2021Bi-Annual Staff performance reviews. <p>Implement a Disaster Management Plan by March 2021.</p> <p>Implement an Ethics and Compliance Framework by December 2021.</p> <p>Update the NUST Risk Management Plan bi-annually.</p> <p>Submit the Annual Operational and Financial Plan, including the Operating and Capital Budgets, to the Minister in September annually.</p> <p>Submit the Annual Report to the relevant Ministers by March of the following year.</p>	<p>Annual 3% reduction in the operational costs of all administrative departments starting in 2021.</p> <p>Annual increase in revenue generated from tuition fees, in line with projections by Faculties and Departments.</p> <p>Annual increase in the number of internationally-funded postgraduate study programmes from 1 in 2020 to at least 7 in 2025.</p> <p>Annual 10% increase in the proportion of operating revenue generated from external sources by Council and the Office of the Vice-Chancellor.</p> <p>Annual 10% increase in the profits generated by Centres and Institutes using 2020 as baseline.</p> <p>Annual 10% increase in the contributions by NUST Alumni.</p> <p>Annual 20% increase in the funds generated by the NUST Foundation starting with N\$10 million generated in 2021 as baseline.</p> <p>Annual 10% reduction in greenhouse gas emissions from 2021 onwards by implementing Solar PV Energy Systems.</p>

Strategic Direction

By 2025, the progress towards the NUST Vision will be reflected in the following:

A respectable ranking among the top ten technological / science and technology universities in Africa, validating the quality of teaching, research and services, and accredited programmes benchmarked internationally.

The successful integration of technology in teaching, learning and services as reflected in the:

- pioneering of new methodologies and pedagogical innovations in online and blended learning;
- overall growth in the enrollments in technological qualifications and technologicalisation of qualifications;
- annual increase in the number of international students enrolled through technological means.

A qualifications profile comprising 175 qualifications:

- 8 Certificates, 7 Diplomas, 44 Bachelors, 15 Professional Bachelors, 10 Postgraduate Cert/Diplomas, 37 Bachelor Honours, 42 Masters, and 12 Doctoral degrees.

This shows a marked growth toward postgraduate qualifications.

A total enrollment of 18 426 across the six [6] Faculties: 14 022 undergraduate and 4 404 graduate, with 48% enrolled in the STEM disciplines and at least 10% classified as international. In addition, the University will boast:

- a first-year student retention rate of 83% and overall student retention rate of 84%;
- an overall undergraduate pass rate of 68.8%;
- a 43.2% overall graduation rate.

A staff complement of 526 academic, 453 administrative, and 34 technical staff.

Each academic department having at least three international partnerships, with two focused on joint research, while each research cluster will have an internationally-funded graduate studies programme.

All programmes incorporating elements of internships or community service to develop the student's competencies through acquiring critical knowledge and skills.

Each Faculty having at least three active partnerships with industry, providing staff opportunities to engage in advisory services, conduct industry-sponsored research, and develop solutions, prototypes and patents.

Consistent growth in third stream annual income: 10% in research income, 10% in industry-sourced consultancy income, and 10% income from commercialisation activities.

At least five student and graduate spin-off or start-ups per year from 2021.

A commitment to best practices of good governance and management to transform the institutional culture toward excellence by creating a vibrant and engaging ecosystem.

A commitment to environmental responsiveness and sustainability. This will be expressed in the way the Institution conducts business in the design and offerings of academic programmes.

Basic Enablers:



FINANCE



STAFF



INFRASTRUCTURE