

**ST. AUGUSTINE UNIVERSITY OF TANZANIA
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**FIVE YEAR ROLLING STRATEGIC PLAN
2015/2016 – 2019/2020**

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CHAPTER ONE

1.0: INTRODUCTION

1.1: Establishment and Development

St. Augustine University of Tanzania was established in 1998 following the decision of the Bishops of Tanzania made during their Plenary Assembly held on 18th to 21st July, 1996 to extend the Church's services to the provision of the University education in the country. In order to expedite implementation of their decision, the Nyegezi Social Training Institute (NSTI) was chosen as a nucleus of the University system which currently (2014/2015) comprises:

- i) The Main Campus (Headquarters) at Nyegezi/Malimbe area in Mwanza City
- ii) Stella Maris University College in Mtwara
- iii) Archbishop Mihayo University College of Tabora in Tabora
- iv) St. Francis University College of Health and Allied Sciences in Morogoro
- v) Arch Bishop James University College (AJUCO) in Songea
- vi) SAUT Dar es Salaam Centre
- vii) SAUT Arusha Centre
- viii) SAUT Mbeya Centre
- ix) SAUT Bukoba Centre

1.2: Legal status

St. Augustine University of Tanzania is chartered as a secular non-profit making private university. It was established by the Bishops of Tanzania in accordance with the laws of Tanzania. It has a Certificate of Incorporation under the Trustees Incorporation Ordinance (Cap.375) and a certificate of Accreditation granted by the Higher Education Accreditation Council (now known as Tanzania Commission for Universities) in accordance with the Provisions of the Education (Amendment) act No. 10, 1995.

1.3: Rationale for the Five-Year Rolling Strategic Plan

The Five-Year Rolling Strategic Plan 2015/2016 – 2019/2020 is a continuation of the Five-Year Rolling Strategic Plan which ended on 31st August, 2014. The Five-Year Plan shall be rolled forward by setting priorities, action plans, specifying essential activities, targets, the required resources and budgets, and the offices responsible for implementation. This Five-Year Rolling Strategic Plan builds on the achievements of the last Strategic Plan and charts the way forward for the next five years.

1.4: Expectations

The Five-Year Strategic Plan 2015/2016 – 2019/2020 is expected to improve SAUT's quality output and financial stability. It is also intended to enable SAUT to contribute to the national efforts in realizing the National Development Vision of economic and social objectives to be attained by the year 2025 by making Tanzania a well educated nation which is capable of solving development challenges competently and competitively as well as having a high quality of life for all Tanzanians.

CHAPTER TWO

2.0: VISION, MISSION AND FUNCTIONS

This chapter presents SAUT's Vision, Mission, Plan Theme and envisaged functions during 2015/2016-20219/2020. The vision, mission and functions have been derived from SAUT's Charter. The plan theme focuses SAUT's attention to address the key measures of performance, namely: quality, relevance, internal efficiency and effectiveness as they are related to the University's core mission: teaching, research and public service.

2.1: Vision Statement

When the Catholic Bishops of Tanzania decided to extend the Church's service to the provision of Higher Education they envisioned a training that would impart academic and professional skills, as well as inculcate values of civic and social learning, such as acquisition of national identity, cultural norms, political growth and responsible citizenship. Thus, the church's vision is holistic development of a person and respect for Human Dignity.

2.2: Mission Statement

St. Augustine University of Tanzania strives at:

- Being a centre of excellence by providing a high quality of Education, research, and public service.
- Promoting the pursuit and defense of truth with transparency and honesty, and service with competence and dedication.
- Developing a sense of caring for personal and community property.
- A holistic development of the person by providing sound knowledge, higher analytical ability and commitment to generous service and respect to humankind.

Conscious of man's orientation towards God, neighbors and fostering an ethical and services-oriented approach in its academic and professional training, St. Augustine University of Tanzania fulfills its goal by preparing persons well equipped to contribute to the ideals of social, economic and political development.

2.3: The Plan Theme

This Five-Year Rolling Strategic Plan is guided by the following theme:
"QUALITY, SUATAINABILITY AND FINANCIAL STABILITY"

2.4: SAUT Main Campus Objectives and Functions

The objectives and functions of SAUT are based on its envisaged role, basic operating mode and its output delivery processes as follows:

2.5: Objectives

- (i) To form an academic community of both teaching staff and learners as a centre of creativity and dissemination of knowledge;
- (ii) To advance, expand, transmit, enhance and preserve knowledge;
- (iii) To promote respect for learning among various disciplines and the pursuit of knowledge and truth;
- (iv) To contribute toward the satisfaction of the demand for experts by society in various fields;
- (v) To prepare and mould men and women of integrity, dedication, and commitment;
- (vi) To be an organ of the church in its prophetic mission
- (vii) To act as an example in the implementation of some of the national policies, such as equal opportunity for women, ethnic minorities, the poor and the people with physical disabilities.
- (viii) To promote an understanding of the practical applications of knowledge; and
- (ix) To be a forum for ecumenical dialogue and collaboration with other Christian denominations.

2.6 Functions

In order to achieve its objectives in furtherance of its mission, St. Augustine University of Tanzania has to carry out functions related to its:

- a) Societal role
- b) Operational mode; and
- c) Outputs delivery functions

2.7 Societal Role and Functions

To carry out its societal role, SAUT shall:

- a) Provide a centre for advancement of knowledge and continuing education;
- b) Collaborate with other institutions of higher learning particularly those located in the AMECEA Region for the integral development and understanding and promotion of cultures, the environment.
- c) Offer a variety of services to communities especially the poorest or the most needy and the most marginalized in society.

2.8: Basic Mode of Functioning

- a) Erect, equip and maintain laboratories, offices, halls of residence, lecture halls, libraries, museums and other buildings and structures required for the promotion of its objects;
- b) Regulate and provide for the housing of its students and members of staff;
- c) Provide and maintain sports fields and other recreational facilities;
- d) Establish and/or subscribe to pension and superannuating schemes for the benefit of its staff;
- e) Acquire any property, movable and/or immovable, and to take, accept and hold any property which may become vested in it by way of purchase, exchange, grant, gift, endowment, donation, lease or testamentary;

- f) Sell, mortgage, let or hire, exchange, donate or otherwise dispose of any property held by it;
- (g) Invest in land or securities for general or specific purposes;
- (h) Borrow or lend money for any purpose.

2.9: Outputs Delivery Functions

The outputs delivery functions of SAUT shall include:

- a) To provide courses leading to degree, diploma, certificate, and/or other academic awards, including short-term training for persons requiring remedial training in order to qualify for entry into the university;
- b) To conduct examinations and to confer degrees, diplomas, certificates and other awards of the University;
- c) To provide for and pursue original research, and scholarship, innovation and advancement of knowledge and consultancy at the highest level.

CHAPTER THREE

3.0: ANALYSIS OF THE EXTERNAL ENVIRONMENT

3.1: Introduction

In order for SAUT to play a significant role in the provision of higher education in Tanzania and in the region as a private university, it has to be responsive to the complex and dynamic problems, challenges and opportunities resulting from its external environment, specifically by responding to the changing world of science and technology.

3.2: Global and Regional Perspectives

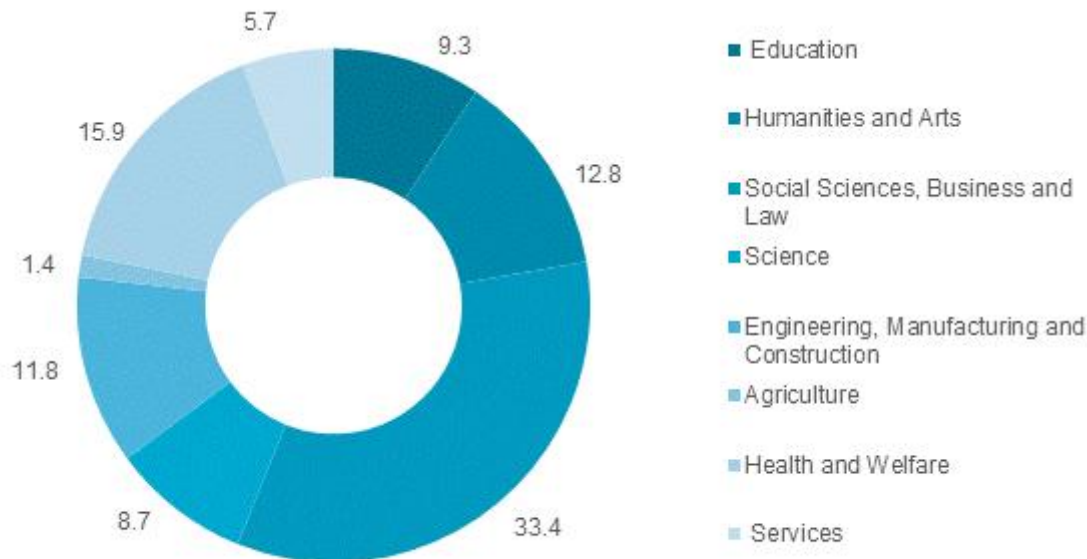
3.2.1: The Global Trends

Global education standards are rising at a significant pace. Few decades ago, for most nations especially the developing economies, primary and secondary education was among the hot education agenda. Today, increased prioritization of primary and secondary education and literacy by governments, especially in emerging regions is translating in to a boom into uptake of tertiary education in many markets. The number of higher education students globally rose from 163 million in 2008 to 199 million in 2013, with more female than male students (Euro monitor International; 2014).

According to Euro monitor international (2014) the top five global trends in higher learning institutions include: rising uptake of higher education globally, more female higher education students than male, dominance of arts subjects over sciences, boom in private higher education and rise in spending on higher education

The number of female higher education student was 98.6 million compared to 95.1 male students in 2013. Despite this, men still significantly outnumber women in employment rates in nearly every country globally in 2013, and the difference is even more acute among senior managerial jobs. This highlights that governments and companies alike should do more to nurture and retain the pool of female talent that is being lost during employment (Euro monitor; 2014).

Despite growing demand in for science and engineering students globally, meaning that most countries experience skills shortages and brain drain in this subjects, the number of arts and non arts students continues to grow. The most popular subjects are Social Sciences, Business and Law, with these comprising a combined 33.4% of the total number of graduates in 2013 in developed markets, compared to 8.7% in science and 11.8% in Engineering Manufacturing and Construction. One way to attract more students to these subjects could be to sponsor talented students to study these subjects, on condition of employment on completion of higher education (Ibid 2014).



Source: Euromonitor International from Eurostat/OECD/UNESCO

Coupled with both the rise in uptake and the boom in private education, it is perhaps not surprising that spending on higher education is rising steeply in many markets. Indonesia had the biggest increase globally from 2008-2013 in its expenditure per student in purchasing power parity (ppp) terms, rising by an annual average of 12.7%. The second third and fourth countries globally were Argentina, Guatemala and Brazil, driven by both government and consumer spending on education (Ibid, 2014).

As demand for higher education grows, it is frequently the case that demand is beginning to outstrip supply, especially in emerging markets where the growth in students has accelerated rapidly. One key market where this trend is particularly evident is India, where public education providers are struggling to keep pace with the number of would-be students. The University of Mumbai in 2011 received 37,000 applications for 800 places for junior college level. In order to meet demand, there has been a rise in the number of private higher education institutions stepping in to provide higher education courses. In order to help the problem, its government passed the Foreign Educational Institutions (Regulation of Entry and Operations) Bill in 2010 to permit more foreign universities to set up teaching institutions in India (Ibid, 2014).

3.2.2: Regional Trends

In the last decade the education the education sector in East Africa has been undergoing fundamental transformation that has led to exponential expansion in higher education student enrollment. Unfortunately, this unprecedented student enrollment expansion is taking place amidst limited capacity in higher education institutions that is characterized by several inadequacies in teaching and learning infrastructure and materials, and financial and many other constraints for the teaching and research functions (IUCEA;2013)

The Inter-University Council for East Africa (IUCEA) has enabled majority of university in East Africa to form a common platform. Through IUCEA East African universities can address various issues. Currently the main focus on the IUCEA is on:

- a) Development of systems for harmonization of higher education in the community geared towards transforming East Africa into common higher education area, as EAC has aspired; and
- b) Establishment of Research and Innovation Coordination Unit at the IUCEA secretariat.

3.3.3: Science and Technology

As already noted in the above sections, developments in ICTs at a global level have created both opportunities and challenges for educational institutions. There are dangers that the digital divide is likely to marginalize poor countries like Tanzania. Tanzania, therefore, urgently needs trained and a well prepared critical mass of human resource who can master science and technology, if there has to be an effective and successful application of science and technology for socio-economic development (National Science and Technology Policy, 1996). In order to make our country technologically anchored for the realization of the Millennium Development Goals and for the achievement of Tanzania Development Vision (2025), SAUT as an institution of higher education has to continue more aggressively to play an effective role towards the implementation of the national plans of creating a critical mass of human resources.

Tanzania Development Vision 2025 emphasizes ICT since the opportunities, if harnessed, can meet the goals of the Vision (National ICT Policy, 2003). The National Higher Education Policy (1999) also requires universities both public and private to have a curriculum whose emphasis is placed on programmes that are geared towards responding to the changing world of science and technology and the corresponding ever changing needs of the people, their government, industry, commerce and the surrounding environment in general. It is encouraging to note that SAUT is taking seriously the application of science and technology in education delivery, research and public service. However, SAUT will have to put in place arrangements for the efficient and effective use and maintenance system for the computers. To achieve this SAUT has to implement its ICT Master Plan and Policy.

3.3: THE NATIONAL ENVIRONMENT

3.3.1: Political Environment

Tanzania is among a few countries in Sub-Saharan Africa which have enjoyed and continue to enjoy a peaceful and stable political environment, thus creating and ensuring an enabling environment for the implementation of various national policies and programmes. Tanzanian society has undergone far reaching political, social and economic changes. Tanzania abandoned a one party political system in favour of a multiparty political system which has resulted in more and further decentralization. At the same time the economy has undergone radical changes in the direction of greater liberalization. The parastatal sector which used to dominate trade and industry is now largely privatized.

Establishment, ownership and management of private institutions of higher education, such as SAUT, have been allowed. The liberalized national environment creates opportunities and challenges to educational institutions which should be responsive to the competitive situation.

3.3.2: The National Economy

Tanzania like most third world countries is poor and highly indebted. The 2011 UNDP Report ranked Tanzania 152 out of 187 countries on the Human Development Index (HDI). Poverty is pervasive and deep. Despite the government's efforts since the mid 1980s to address the country's economic and social problems, prevalence of income poverty is still high in Tanzania. According to the Household Budget Survey of 2000/2001 the proportion of the population below the national food poverty line is 18.7 percent and that below the national basic needs poverty line is 35.7 percent. Poverty is largely a rural phenomenon. There is a big disparity between urban and rural poverty for both food and basic needs poverty (NSCRP 2005). The agricultural sector accounts for 45 percent of GDP and about 60 per cent of the export earnings. Almost 80 per cent of Tanzanians obtain their livelihood on agriculture. Although the agricultural sector has in the past few years registered average annual growth rate of 5.9 per cent, the growth is fragile due to: low productivity of land, labour and production inputs; underdeveloped irrigation potential; limited capital and access to financial services; inadequate agricultural technical support services; poor rural infrastructure hindering effective rural–urban linkages; ineffective marketing channels; and depressed prices for primary commodities in global markets (NSGRP 2005).

With the adoption of liberalization policies, a shift from the control mechanism to the market guided economy, Tanzania's industry which had deteriorated during the socialist era, started picking up. The Industrial sector grew by 27.4 per cent in 2010 (Economic Survey 2010). However, the sector suffers from constraints: low technological capacity and intense competition from imports; low backward and forward linkages to the agricultural sector (NSGRP 2005).

The fast growing sectors of the economy include mining in Mwanza-Shinyanga, Mara and Arusha Regions; Tourism in the Coastal Urban Centres and game reserves and fishing in Lake Victoria Coastal area.

The overall national economic prospects are good to continue recording improvement due to a modest annual growth of 7.0 per cent with inflationary pressure decreasing from 8% in June 2013 to 6.4% by the end 2014 (BoT 2014)

The Government of Tanzania since 1900s through various policy initiatives recognizes the central role universities should play to lay a solid foundation for a competitive and dynamic economy with high productivity in order to build a nation imbued with:

- High quality livelihood
- Peace, stability and unity
- Good governance
- A well educated and learning society; and
- A competitive economy capable of producing sustainable growth and shared benefits. Innovativeness and a high level of quality education in order to respond to

development challenges and effectively compete regionally and internationally. Cognizant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge (Tanzania Development Vision 2025).

Thus Tanzania would embrace itself to attain creativity; the National Science and Development Policy, the National ICT Policy and the Tanzania Development Vision 2025 create both opportunities and challenges to universities in the country. SAUT has to reposition itself to take these opportunities and embrace itself for the challenges to produce a critical mass of high level quality human capital so that the economy can remain robust and competitive.

3.3.3: Labour Market Concerns

“Globalization” and its twin sister “Liberalization” have unleashed major changes in the labour market, particularly for the poor countries like Tanzania. Globalization propelled by the Information and Communication Technologies (ICTs) has created “the knowledge Society” which demands on the part of workers skills that are information intensive and must continuously be refined through learning “acquiring more information”. The poverty gap between the rich and the poor countries is growing wider as the digital divide also widens. Because third world countries are poor the labour market cannot expand. While through liberalization policies many workers in Tanzania have been retrenched as the parastatals which used to dominate trade and industry were privatized and/or taken over by the multi-nationals or simply closed.

The labour market depends to a large extent on the country’s economic growth which in turn depends on the quantity and quality of the human capital.

As we have noted in section 3.3.2 prospects are good for the Tanzanian economy to continue recording improved performance (BoT 2014). However, there are challenges to overcome. As it is indicated in the following sections, Tanzania has the lowest participation rate for university age cohort in Sub-Saharan Africa. Concerns have already been expressed that Tanzania will not be able to reap the employment opportunities of the East African Community once a common customs system is adopted, allowing free movement of labour among the East Africa Community.

The challenges for Tanzania higher education institutions particularly for SAUT, arising from globalization and liberalization include:

- i) The need to integrate ICTs in teaching, learning, research, decision making, management and development,
- ii) To expand student enrollment to be in a position to contribute toward the satisfaction of the demand of experts by the society in various fields,
- iii) To review existing curriculum for the changing labour market and introducing new programs to meet changing market needs
- iv) To train job creators rather than job seekers
- v) To offer quality education, research and consultancy that can take up competition effectively.

3.3.4: Socio-cultural Perspectives

Tanzania is a large country with diverse ethnic groups which also include Asians and Europeans, who vary in terms of cultural attitudes and awareness of the value of education, particularly higher education. Whereas, rich parents send their children for

primary and secondary education in the neighboring countries where they pay highly, very few Tanzanians are willing to pay for their children at the universities. The major objective of the Community Development Policy [1996] is to enable Tanzanians as individuals or in their families and/or groups/associations to contribute more to the government objectives of self reliance. Parents by investing in education are a major strategy in building a self reliant nation.

3.3.5: Research and Development (R & D)

The National Science and Technology Policy (1996) calls upon the universities in the country to lead the way in advancing the frontiers of knowledge through basic and applied research. Under the policy, universities are guaranteed greater autonomy and promised adequate resources to enable them carry out their research and development activities.

Research and Development [R & D] in developed countries, United States, Japan and Western Europe, is growing at unprecedented pace because these countries can invest between 2 to 3 percent of their GDP in Research and Development. The countries of the developing world can rarely reach 1 per cent of their GDP.

The Ministry of Science, Technology and Higher Education through its Science and Technology Master Plan 2003-2018 recommends to the Government of Tanzania to progressively allocate funds for research and development to hit the target of 1 per cent of the GDP by 2017. The weaknesses which have been identified include:

- Research and development institutions are scattered over all Ministries
- Lack of national body to coordinate and focus research and development to priority areas
- Much of the research projects are donor funded (it is estimated that the government allocates 0.2 percent of the GDP to R&D through the Ministry of Science, Technology and Higher Education;
- Poor information management systems.

SAUT is yet to develop its research capacity. This is an area among its core functions which can no longer be taken lightly. There are opportunities which SAUT can take advantage of by linking more effectively with the Government Ministries, NGOs, trade and industry.

3.3.6: Relevant National Policies

The most relevant policies which the Government of Tanzania has issued include:

- Education and Training Policy of 1995
- National Higher Education Policy of 1999
- National ICT Policy of 2003
- National Science and Technology Policy of 1996,
- National Strategy for Growth and Reduction of Poverty 2005
- Community Development Policy 1996
- The Tanzania Development Vision, 2025
- National AIDS Policy, 2000.

These policies are issued through the respective government Ministries. SAUT is set to work more closely with these Ministries in order to be more responsive to the relevant policies and be able to exploit opportunities created and to meet the challenges posed by the various policies.

3.4: Educational Concerns

Although the demand and awareness for higher education have been increasing over the past few decades, Tanzania has the lowest participation rate for university age cohort in Sub-Saharan Africa. It has seven university students for an estimated per 100,000 people in a population of over 35 million Tanzanians. Whereas Uganda with a population of 27 million has 38,500 Universities students and Kenya with a population of 30 million has over 60,000 university students Tanzania has 21, 827 undergraduate students. In order to address the problems identified in the above sections, Tanzanian government has since 1986 made and pursued macro- economic policies and programmes.

There are noticeable improvements in the enrollment of students and an increase in the number of public and private institutions of higher and technical education being coordinated by the Tanzania Commissioner for Universities (TCU) and the National Council for Technical Education (NACTE) of the Ministry of Education and Vocational Training. Other tertiary education institutions (all under other Ministries). By the academic year 2014/2015 Tanzania had 15 public universities and University colleges, three Technical colleges; 37 private universities and university colleges; 14 tertiary education institutions under other Ministries. Table 3 below shows student enrollment growth in public and private universities, public technical institutions and institutions under other Ministries. However, as pointed out in the MSTHE Master Plan 2003-2018, there is still low annual enrollment volumes, particularly in private universities which are small and young; high unit costs because of low enrollment; poor quality of outputs; high rates of wastage in terms of drop out rates, repetition, failures and absenteeism. In private Universities not all admitted candidates turn up for studies because of the inability to pay university fees.

Table 3 Students enrollment trends in Public and Private Universities

	Public Universities			Private Universities			Grand Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2006/7	25,937.0	13,281.0	39,218.0	6,713.0	4,036.0	10,749.0	32,650.0	17,317.0	49,967.0
2007/8	45,159.0	19,505.0	64,664.0	11,153.0	6,712.0	17,865.0	56,312.0	26,217.0	82,529.0
2008/9	51,418.0	23,613.0	75,031.0	15,791.0	10,400.0	26,191.0	67,209.0	34,013.0	101,222.0
2009/10	58,817.0	30,682.0	89,499.0	20,295.0	13,690.0	33,985.0	79,112.0	44,372.0	123,484.0
2010/11	62,974.0	30,003.0	92,977.0	25,204.0	17,186.0	42,390.0	88,178.0	47,189.0	135,367.0
2011/12	74,345.0	38,228.0	112,573.0	32,038.0	21,663.0	53,701.0	106,383.0	59,891.0	166,274.0

Source: TCU (2015)

3.5: Summary of Opportunities and Threats

3.5.1: Opportunities

- i) Globalisation as a revolution in information and communication technologies (ICTs) offers the fastest means of communication and information transfer.
- ii) Ability to access global information through ICT
- iii) Tanzanian's membership in regional groupings such as East Africa Community, SADC, African Union and, the Commonwealth
- iv) Tanzanian Government reform policies create a conducive environment for private universities
- v) Political stability of Tanzania creates a conducive environment for educational institutions.
- vi) Availability of basic infrastructure
- vii) Availability of land for investment
- viii) Good will of the Founder to solve funding problems.
- ix) Possible linkages with other institutions of higher learning.
- x) The owner has good will and reputation nationally, regionally, and internationally

3.5.2: Threats

- Lack of integration of ICT in teaching, learning, research, library services and administrative processes
- Majority of Tanzanians cannot pay for universities studies
- Uncertain external sources of funding
- Competition from other institutions of higher learning
- Inadequate infrastructure to facilitate expansion of student enrollment
- Irregular supply of electricity
- No assurance of local funding for research.

CHAPTER IV

4.0: SAUT'S CURRENT STATUS AND PERFORMANCE

4.1: INTRODUCTION

SAUT has since its establishment in 1998 registered significant achievements in terms of growth, expansion and diversification of academic programs, expansion of students' enrolment, increased infrastructure and facilities and improved staff number and quality. This Chapter aims at analyzing the current status and performance of SAUT main Campus with focus on following issues:

- Organization and governance
- Teaching and Learning
- Research and Publications
- Information and Communication Technology
- Library Services
- Consultancy and Services to the Public
- Gender Equity
- Students Welfare
- Health Services
- Marketing and Public Relations
- Physical Facilities
- Support Services
- Financial Resources Management and Mobilization

4.2: Governance and Administration

Under the first schedule (the Rules) of SAUT's Charter the financial and administrative control are vested in the Founder (TEC) and the Board of Catholic Universities assisted and/or advised by the University Council and the Senate. The Rules provide for the administrative structure comprising the Chancellor, and Pro-Chancellor, the Chairman of Council, the Vice Chancellor, Principal Assistants to the Vice Chancellor (Deputy Vice Chancellor) and Principals and deputy Principals of the Constituent Colleges, Deans/Directors of Faculties and/or Institutes and the Heads of various Departments.

4.2.1: Board of Catholic Universities

Article (2) of the Charter establishes the Board of Catholic Universities as the highest organ in the hierarchy of the University organs. The Board of Catholic Universities is the principal promoter and founder of the University.

4.2.2: The University Council

According to Rule 19 the University Council is responsible to the Board of Catholic Universities for the governance, control and administration of the University, as well as for the formulation of policies, strategies, plans, regulations etc in the furtherance of the objects and functions of the university for the approval of the Board of Catholic Universities.

4.2.3: The University Senate

In accordance with Rule 30, the University Senate with its Committees is the highest academic organ of the University responsible to the Council for the academic control and

general regulation of the instruction, education, research and consultancy programmes of the University.

4.3: Academic Functions and Management

The mandates of the University include: teaching, research and consultancy services. In order to effectively carry out these functions, strong managerial and leadership skills at the Faculty and Departmental levels are vital. Academic leadership, particularly at Departmental level, needs to be strengthened. Therefore, there is the need for training and recruiting Senior Academicians with experience in Faculty leadership.

4.4: Administrative Functions and Management

For the past last five years, the university has significantly improved its administrative functions and management in the following aspects.

- Policies and Planning
- Human Resource Management
- Financial Management
- Support services and Administration
- Income Generation and
- Cost-cutting measures

4.5: Teaching and learning

4.5.1: Academic Programmes and Performance

Until 2015 SAUT had a total of 38 academic programs as shown below. However, such number of academic programs is still slow as compared to its competitors. Therefore there is a great need for all departments to come up with new competitive programs of the highest quality; such new programs should address special needs for various sectors in the current job market.

Table 4: List of academic programs with respective faculties

Faculty	Number of programs							Total
	Phd	MA	PGD	BA	Adv Dip	Dip	Cert	
Business Administration		1	2	3	2	2	4	14
Social sciences	1	3	0	4		2	1	11
Law	1	1		1		1	1	5
Education		4		2				6
Engineering				2				2
Total	2	9	2	12	2	5	6	38

4.5.2: Student Enrolment Expansion

The last 5 years rolling strategic plan addressed the needs for SAUT to increase the number of students enrolled. To meet this objective SAUT embarked on significant improvement of its infrastructure. However, due to increased number of universities together with the introduction of Central Admission System, for the past three years the students' enrolment had been below capacity.

As it can be observed from the table below, in main campus the total number of students in SAUT main campus has dropped from 12,313 in 2010/2011 to 8,014 in 2014/2015. Such significant drop has cost the university revenues. This strategic plan should therefore focus on restoring that revenue capacity and its sustainability while capitalizing on other revenue generating opportunities.

Table 5: SAUT's Students enrollment trends

Academic Year	CAMPUS	MALE	FEMALE	TOTAL
2010/2011	SAUT	7184	5129	12313
	STEMMUCO	1522	556	2078
	AMUCTA	622	264	886
	SFUCHAS	39	6	45
	SUB TOTAL	9467	5996	15463
2011/2012	SAUT	7066	5556	12622
	STEMMUCO	1893	601	2494
	AMUCTA	956	371	1327
	BUKOBABA	123	81	204
	AJUCO	105	77	182
	SFUCHAS	131	37	168
	SUB TOTAL	10274	6723	16997
2012/2013	SAUT	7118	5391	12509
	STEMMUCO	1403	398	1801
	AMUCTA	1220	521	1741
	BUKOBABA	333	161	494
	AJUCO	396	201	597
	SFUCHAS	236	70	306
	SUB TOTAL	10706	6742	17448
2013/2014	SAUT	5954	4118	10072
	STEMMUCO	1369	561	1930
	AMUCTA	1337	492	1829
	BUKOBABA	415	180	595
	SFUCHAS	337	94	431
	AJUCO	677	316	993
	MBEYA	235	162	397
	SUB TOTAL	10324	5923	16247
2014/2015	SAUT	5019	3085	8104
	STEMMUCO	1163	579	1742
	AMUCTA	1370	532	1902
	BUKOBABA	402	142	544
	MBEYA	746	471	1217
	ARUSHA	246	171	417
	AJUCO	957	415	1372
	SFUCHAS	396	127	523
	SUB TOTAL	10299	5522	15821

4.5.3: Gender Balance

The gender balance had been a notable challenge since the SAUT started. Between 2001 and 2003 however, the university recorded a significant milestone in attaining a close gender balance.

YEAR	MALE	FEMALE	TOTAL	PERCENTAGE	
				MALE	FEMALE
1998/1999	186	108	294	63.27	36.73
1999/2000	155	117	272	56.99	43.01
2000/2001	168	156	324	51.85	48.15
2001/2002	200	204	404	49.50	50.50
2002/2003	235	218	453	51.88	48.12
2003/2004	254	221	475	53.47	46.53
2004/2005	373	285	658	56.69	43.31
2005/2006	831	505	1336	62.20	37.80
2006/2007	1623	954	2577	62.98	37.02
2007/2008	2594	1463	4057	63.94	36.06
2008/2009	3844	2386	6230	61.70	38.30
2009/2010	6308	4323	10631	59.34	40.66
2010/2011	9467	5996	15463	61.22	38.78
2011/2012	10274	6723	16997	60.45	39.55
2012/2013	10706	6742	17448	61.36	38.64
2013/2014	10324	5923	16247	63.54	36.46
2014/2015	10299	5522	15821	65.10	34.90

According to the table above, it can be observed that, the gender balance has been dropping down to 34.9% during the academic year 2014/2015. This strategic plan will address gender issues targeting a more close gender balance.

4.5.4: Strengthening Academic Programmes

In the course of time, measures have been taken to strengthen the academic programmes. Through the University Senate, the following steps have been taken:

- i) Introduction of the French course to be taken by all undergraduate and Advanced Diploma Students. The course is intended to give the students an international exposure. However, there is a need to spread out the teaching of the course throughout the three/four year period of study in order to ensure that students have more competence in the language;
- ii) Introduction of comprehensive examination for effective assessment of SAUT graduates
- iii) Development Studies had been made a compulsory course for all undergraduate degree programmes.
- iv) Defense of dissertations/research reports had been made compulsory for all finalist students.
- v) Introduction of non degree programs (Diploma and Certificates)

4.5.4.1: Quality Assurance Measures

In addition to SAUT's Internal Quality Assurance mechanism, the University implements the Tanzania Commission for Universities Guidelines on Institutional Self Assessment, and Quality Assurance issued in April, 2006.

Further, SAUT endorses the International declaration about the initiatives on Quality Assurance – Bonn Cooperation in Quality Assurance in Higher Learning Institutions in East Africa. SAUT's BBA programme was chosen as a pilot project on Quality Assurance. A report on the Quality Assurance and ACUQA has already been made and a peer Team visited SAUT in February 2009 for the evaluation of the Report. Since then eight workshops on Quality Assurance had been held in.

- i) Academic Audit for SAUT Main Campus (2006)
- ii) Review of curricular to include learning outcomes
- iii) Strengthening external examination procedures. External examiners have since 2007 been invited on campus to moderate examinations and share their views with internal examiners.

4.5.4.2: Enhancing Quality of Outputs

Teaching at SAUT includes the following methods:

- Lectures
- Homework
- Tests/Quizzes
- Tutorials/seminars
- Practical Training

Lecturing is the main method of teaching. Teaching methodology workshops facilitated by experts from the School of Education, USDM, have successfully been held during long vacations. Continuous Assessment (C/A) contributes 40 percent to the students' final grades. Handling of continuous assessment needs to be improved in order to avoid incomplete grades.

Student evaluation of teaching is a very important tool for ensuring quality. The practice needs to be done and enhanced. It will be necessary that the exercise is incorporated in the OPRAS.

Generally, students have not cultivated the culture of buying books. They mainly rely on the lecturers' notes, and the available text books in the library. There is a need to devise ways and means to bind students buy at least one book for core courses.

Except for education, administration of practical training in other courses is not well carried out for lack of supervision of students when in the field. This should be looked into in order to improve the quality of outputs.

4.6: RESEARCH AND PUBLICATIONS

SAUT research capacity is still low. However, there has been some improvement. A number of research based colloquia were held across departments. Junior staff are partnering with senior academicians to research and publish. Currently the university is producing three academic journals under the departments of; Journalism and Mass communication, Tourism and Hospitality, and School of laws. Until December 2014, a

total of 54 publications had been made by academic members of staff from various faculties.

Although availability of funds for publication had been increasing from year to year, research and publication had not lived to its expectation. This is attributed to the following reasons.

- i) Lack of research experienced leadership at departmental level
- ii) Lack of research coordinating units at Faculty/Departmental levels
- iii) The Research and Publications Committee had not actively and effectively coordinated research activities through predetermined meetings scheduled in the university Almanac
- iv) Low awareness of the Research Policy and Procedures among academic staff that would guide them in pursuing research activities.

4.7: INFORMATION AND COMMUNICATION TECHNOLOGY

4.7.1: Electronic Facilities

In 2009 the university aimed at a ratio of 1pc to 15 students during the period of the Five-Year-Rolling Strategic Plan 2009/2010 – 2013/2014. In addition to increasing the number of computers, the University had multimedia equipment such as document cameras, LCDs and overhead projectors.

Until 2014 this expectation were not successfully met. In this strategic plan therefore, the university is still committed to this ratio.

4.7.2: Internet Connectivity

In 2003 UNDP commissioned the Data Vision International (T) Ltd to work out the ICT Master Plan for SAUT Main Campus and it's Constituent Colleges: WBUCHS, MWUCE and RUCO. The ICT Master Plan was finalized in 2004. Since then SAUT Main Campus had been using a smaller bandwidth (up 256/down 128). With increased use, the University has expanded its internet capacity to a bigger bandwidth (3 GB). Video conferencing is working on SAUT's LAN. There are plans for establishing Video Conferencing (WAN) between SAUT and other institutions.

Currently the university has wireless connection which can be accessed by all students and members of staff. For students and Members of staff who do not have laptops, they can access internet through the computer section at the Mario Mgulunde Learning Resource Center. Moreover, the university has installed a system which can be used by students to share examination results. This achievement has helped the university in terms of time and amount of paper work. Plans are set to sophisticate the accounting department in order to reduce the amount of paper work.

Since the adoption of the ICT Master Plan, the Information and Communication Technology Policy and the approval of ICT Guidelines by the University Council. The ICT department had been constrained by the following:

- i) Lack of enough human resource capacity for ICT unit
- ii) There is still massive flow of data within SAUT which, paper work, is processed manually, time consuming and in some cases prone to risk.

4.8: HUMAN RESOURCE MANAGEMENT

4.8.1: Introduction

Many scholars equate the quality of a university with the quality of its academic and administrative staff. During the past five years efforts have been made to improve quantity and quality of staff through direct recruitment and training. Direct recruitment from the open market has been facilitated by SAUT paying competitive salaries.

Table II: Summary for SAUT Academic Staff Profile 2015

Employment status	Tutorial assistants	Assistant lecturers	lecturers	Senior lecturers	Associate professors	Professors	Total
Full time	9	192	20	9	4	6	240
Part time	0	5	7	2	0	2	17
Total	9	197	27	11	4	8	257

Table III: Summary for SAUT Administrative Staff Profile 2015

Gender	Number	Percentage
Males	47	38.21
Females	76	61.79
Total	123	100.00

4.8.2: SAUT Human Resources Management Policies

SAUT's Human Resource Management function is governed by the Staff Regulations supplemented by the Rules and Regulations issued from time to time. The Staff Regulations are based on SAUT's Rules and the prevailing labor laws of the Country. Based on SAUT'S Corporate Strategic Plan 200/01 – 2009/10, the University Management prepared and adopted the following policies:

- i) Human Resource Management Policy and procedures
- ii) Training and Development Policy
- iii) Financial Aid to Children of SAUT's Employees studying at SAUT
- iv) Open Performance Review and Appraisal System
- v) Policy on Recruitment of Tutorial Assistants
- vi) Criteria for Recruitment and Promotion of Academic Staff.

The objective of the policies is to improve HR capacity, utilization, retention and development by:

- a) Establishing optimal staffing levels
- b) Promoting equitable staff remuneration, motivation and retention; and

- c) Establishing a university staff training and development policy to ensure sustainable university operations and for the individual staff growth.

Improving the working environment of staff, especially in terms of remuneration, is one of the major areas of concern in SAUT's efforts to promote morale and performance of staff.

4.9: LIBRARY SERVICES

The inauguration of the Archbishop Mario Mgulunde Learning Resource Centre in 2007 opened a new chapter toward providing quality Library services. The library has a seating capacity of 1500 readers. The library has both print and electronic materials. There are 70 networked computers for students' literature search.

The new library faces the following challenges:

- i) Lack of a functional and efficient Library Information System
- ii) Lack of multi-media facilities for end – users access to electronic data base
- iii) Lack of Improved Library Security to address the problem of theft and vandalism
- iv) Insufficient qualified librarians and training the current staff at least at a Diploma level in librarianship.

4.11: STUDENTS AFFAIRS

4.11.1: Students Personnel Administration

There has been some improvement in the past five years regarding to students personnel administration. The university has strengthened the human resources capacity for the office of Deans of students; in main campus for instance the Dean of Students office has a total of six full time members of staff. Staff – student relationship has been cordial and constructive. The Vice Chancellor meets with students at least once every semester. All major university events involved participation of all students.

4.11.2: Students Welfare

SAUT attaches great importance to the welfare of students as it strives for a holistic development of students. Thus, SAUT strives to “prepare and mold men and women of integrity, devotion and commitment, who are principled and accountable”. The students' government, SAUTSO, through the office of Dean of Students should plan for their annual activities which should be included in the University Almanac. Planning should also be done for sports activities and other events. The university Administration has already made provision for sports grounds – Football, Volleyball and Basketball grounds, which were for a long time inadequate. Because the student population has grown, there is a need to recruit a sports officer.

Currently, SAUT Main Campus faces an acute shortage of hostel accommodation. Since SAUT depends to a large proportion on students' fees as a major source of income which is spent on operating costs, ways and means have to be looked into to get funds for capital development, especially for the construction of students' hostels. The last five year rolling strategic plan aimed at reaching accommodation capacity of 60% by 2014. Due to financial instability, this target is far to be reached. The university therefore should engage development partners in order to expand its accommodations capacity.

4.12: HEALTH SERVICES

Following the growth in number of students and staff, health services at SAUT Dispensary have become inadequate. The Dispensary which caters for a population of over ten thousand is manned by a Clinical Officer. Laboratory services are below standards both in terms of equipment and manpower. For a large population, there is a need to employ a full time medical doctor; improve the laboratory and upgrade the Dispensary to a health Centre.

4.13: MARKETING AND PUBLIC RELATIONS

SAUT has well established public relations office with two full time public relations personnel. Since the establishment of public relations office, SAUT has been doing well in terms of publicity and internal as well as external communications. In December 2014 the university participated in the national exhibition for universities. However, still the public relations office faces the following challenges:

- i) Limited budget for advertisement and publicity
- ii) Limited advertisement channels.
- iii) In effective coordination between public relation office and other departments.

4.14: INFRASTRUCTURE AND MAINTENANCE

4.14.1: Physical Facilities

During the last five years, the University administration, in spite of the limited financial resources, has managed to renovate and construct its buildings to provide for students: hostel accommodation and teaching facilities and staff residential houses.

In 2014 the construction of the administration building was completed in Malimbe campus. This went in line with the shifting of all administrative offices from Nyegezi site to Malimbe; allowing the Nyegezi premises to be utilized by school of laws.

The administration building seems to be underutilized. This has provided the university with revenue generating opportunities. In 2015 for instance the university has rented part of its building to CRDB Bank for USD 48,000.

4.14.2: Optimization of Existing Physical Facilities

With the advent of having large classes, optimization of the existing classrooms has been necessary. Through Master Timetabling, the existing classrooms have been put into optimal use. Large classes have been divided into groups and teaching hours extended to late evenings.

4.14.4: Support Facilities

4.14.4.1: Office space for Academic staff

In 2010 SAUT completed the construction of the new academic block with a capacity of accommodating a minimum of 80 academic members of staff. In the same year, the university completed construction of Father Mwanjonde Lectures Theatres with 6 offices capable of accommodating a minimum of 24 members of academic staff.

4.15: FINANCIAL RESOURCE MOBILIZATION AND MANAGEMENT

Due to decreased students enrollment and donations from donors, income from students' fees has significantly dropped from 15. 1 billion in 2012/2013 to 10.5 billion in 2014/2015. This has led the university in to financial difficulties.

Table 4.16: Income statement for the period of Three-Year Ended May 2015

INCOME	2012/2013	2013/2014	2014/2015	TOTAL
	TSH	TSH	TSH	TSH
Tuition Fees	15,157,461,549.00	12,980,390,000.00	10,571,860,000.00	38,709,711,549.00
Administrative Fees	1,611,802,000.00	1,329,400,000.00	1,226,000,000.00	4,167,202,000.00
Hostels	272,501,500.00	208,000,000.00	253,150,000.00	733,651,500.00
Donations	152,682,622.00	346,630,000.00	210,000,000.00	709,312,622.00
Income generating activities	417,422,489.00	835,080,078.00	365,597,377.00	1,618,099,944.00
Total Income	17,611,870,160.00	15,699,500,078.00	12,626,607,377.00	45,937,977,615.00

Table 4.16 above presents a summary of actual University income for the past three years. Therefore, among other things, this strategic plan will address financial difficulties by detailing austerity measures as well as strict financial control. By exercising strict financial control, the University could meet both operating costs and capital expenditure without getting into unnecessary deficits.

The yearly clean Auditors' Report testifies how well SAUT managed its finances. However, there is a need for SAUT to generate more income by devising viable income generating projects, in order to reduce reliance on student fees for operating costs and on donors for capital development.

4.16: SUMMARY OF SAUT MAIN CAMPUS STRENGTHS AND WEAKNESSES

The list of strengths and weaknesses has been derived from scanning the internal environment.

4.16.1: Strengths:

- Basic physical facilities are in place.
- SAUT has adequate land for development.
- Registration and the Constitution are in place
- SAUT has a Certificate of Accreditation
- SAUT has a reputed Founder (TEC) Board of Trustees, the Council, and the Chancellor.
- SAUT has an organizational Structure
- SAUT has committed leadership
- All Departments have approved curricula
- There is good relationship between students and university management
- SAUT has FM 96.1 Radio Station with coverage of 100km radius.
- SAUT has long standing reputation built on NSTI
- SAUT has strong academic programmes
- SAUT has committed staff in the fields of its competency
- SAUT has supporting policies which are non-discriminatory

- SAUT has basic infrastructure for ICT and telecommunication.
- SAUT has policies on Research and Publications, Human Resources Management and Staff Training and Development.
- SAUT has some linkages (both local and international)
- SAUT has a university charter approved by the president of United Republic of Tanzania

4.16.2: Weaknesses:

- Dependence on students fees for a large proportion of SAUT's income
- Dependence on donor assistance for scholarships and capital development
- Shortage of hostel accommodation
- Weak publicity of SAUT
- Inadequate academic staffs with Phd
- Central admission system which limit the number of students enrolled per academic year
- Inadequate research capacity
- Inadequate research facilities
- Under utilization of available physical structure
- ICT infrastructure not yet developed for teaching, learning, and literature search
- Low performance in research and consultancy activities
- Inadequate collaboration with trade and industry
- Inadequate recreational facilities for staff and students.

4.17: SUMMARY OF IMPLICATIONS FOR SAUT:

The trends in the external environment and the analysis of SAUT's internal environment are creating an important agenda for SAUT, which include:

- i) To invest heavily in research and consultancy in order to improve the quality of academic staff and to market SAUT to the public.
- ii) Expansion of students' enrollment by training more effectively for the changing labour market as well as investing in short courses and other non degree courses.
- iii) Capitalize on consultancy opportunities presented by the private sector and government.
- iv) Develop a diversified pool of academic programs to cop with uncertainties in the labour market
- v) Invest in quality for both its staff and courses offered in order to be in a position to cop with increased competition in education industry.
- vi) Using technology and other means to ensure quality of outputs
- vii) Effective marketing of SAUT
- viii) Improve financial stability.

CHAPTER FIVE

5.0: STRATEGIC ISSUES AND DIRECTIONS

5.1: INTRODUCTION:

This chapter aims at setting out the core strategic issues and direction arising from the analysis of the internal and external environment of SAUT.

5.2: TEACHING AND LEARNING:

5.2.1 Undergraduate programmes

In order for SAUT Main Campus to solve the problems concerning undergraduate programmes the strategies listed below will have to be followed:

- Market its new academic programmes taking into consideration the market segments
- Increase enrolment in current academic programmes
- Increase the number of academic staff with PhD in order to improve staff quality and seniority
- Construct more Lecture halls
- Optimize use of available physical facilities.

5.2.2: Research and Publications:

SAUT will pursue the following strategies to strengthen research and publications:

- Increase yearly budgetary allocations for research activities
- Solicit funds from various sources for research activities
- Improve research skills of academic staff through participation in seminars, workshops, conferences and short courses
- Improve access to current Journals and periodicals by subscribing to international online journals.
- Decentralize the administration of research and consultancies at departmental level
- Encourage each department to establish and maintain a reputable and international academic journal.
- To host at least one academic conference in every month.

5.3: INFORMATION AND COMMUNICATION TECHNOLOGY:

SAUT shall address ICT problems by:

- Soliciting for donors to improve ICT infrastructure for Local Area Network (LAN) and Wide Area Network (WAN) on two sites - Nyegezi and Malimbe
- Integrate ICT into teaching, learning, research
- Computerize Accounts Department and Library services
- Employ more Technicians to maintain ICT facilities.

5.4: HUMAN RESOURCES MANAGEMENT:

SAUT faces some problems in relation to human resources management as identified in previous sections. In order to overcome these problems within the five - year planning period, SAUT will strive to:

- Intensify staff training

- Review and implement current Human Resource Policies:
 - a) Academic and Administrative Staff Regulations
 - b) Scheme of Service
 - c) Criteria for Promotion
- Promote staff remuneration for academic, administration and support staff, motivation and retention
- Establish optimal staffing levels for both academic and administrative staff.

5.5: LIBRARY SERVICES:

It has been noted that Library Services are inadequate. In order to address the situation, SAUT will have to:

- Develop a functional and efficient library information system
- Furnish the Library with enough ICT facilities
- Train library staff in Information Management System (IMS) and ICT
- Encourage Departments to work out their annual books/Journals requisitions for submission to the Library Committee so that the Library can work out a consolidated annual budget for acquisition of textbooks, reference books, Journals and periodicals.

5.6: CONSULTANCY AND SERVICES:

In order for SAUT to improve its consultancy services it will have to:

- Review and implement a consultancy and services operational policy
- Decentralize the administration of consultancies to the Faculty and departmental level
- Establish a consultancy unit
- Market SAUT consultancy potentials
- Strengthen collaboration with public and private partners

5.7: GENDER EQUITY AND MAINSTREAMING:

In order to solve the problem of gender imbalance, SAUT will Endeavour to:

- Attract more qualified female Tutorial Assistants from the job market
- Encourage enrollment of female students to its programs
- Encourage qualified female academic members of staff to pursue PhD studies

5.8: PHYSICAL INFRASTRUCTURE AND FACILITIES:

In order to improve physical structure and facilities SAUT will:

- Work out facts and figures of University physical resources in order to ensure optimal utilization of the available facilities,
- Construct more hostels and classrooms
- Review and implement University Master Plan
- Establish stationery unit to be run commercially in order to generate income and help to cut down stationery costs during examination seasons.

5.9: STUDENT WELFARE:

In order to improve student welfare services, SAUT will:

- Introduce students affairs policy
- Provide more recreational facilities
- Improve student counseling services

- Improve communication between management and students

5.10: MARKETING AND PUBLIC RELATIONS:

5.10.1: Links

SAUT needs to increase links/collaboration with other institutions of higher education both locally and internationally for its capacity building. To do this SAUT will:

- Strengthen the existing links
- Establish more links with international institutions of higher education, especially Catholic Universities
- Host at least one international conference in one of the areas of SAUT's specializations in every month.
- Join staff exchange programs with reputable universities.

5.10.2: Public Relations and Marketing:

SAUT has to publicize its strengths, academic programmes, research capacity and staff skills. To do so SAUT will take the following steps:

- Develop and update the University website regularly
- Maintain and strengthen the public relations office.
- Organize visits to secondary schools to promote SAUT's academic programmes
- Strengthen and maintain SAUT community day.
- Dedicate some of SAUT's buildings to prominent donors.
- Encourage its staff to participate in public professional debates.

5.11: FINANCIAL RESOURCES MOBILIZATION AND MANAGEMENT:

It has been indicated in previous sections, SAUT financial muscles have been weakening for the past three years. In order to strengthen its financial muscles, SAUT must do the following:

- Mobilize local and international grants, donations and scholarships
- Invest in capital markets/Government Bonds
- Search for viable income generating projects
- Solicit for an investor in irrigation farm
- Establish the Alumni Association
- Increase student enrollment
- Take proper actions to cut down costs
- Emphasize on efficient and timely collection of students fees
- Computerize the Accounts Department.

5.12: HIV/AIDS

SAUT will endeavour to prepare an HIV/AIDS institutional policy and action plan that will include prevention, counseling and care for people affected by HIV/AIDS.

5.13: CATHOLIC FORMATION

Being a catholic University SAUT will strive to ensure that catholic moral values are not compromised while providing higher education services. To accomplish this, SAUT shall do the following:

- Maintaining decent dressing among the members of SAUT community
- Strengthening the Chaplaincy office to ensure accessibility of catholic consultations.

CHAPTER SIX

STRATEGIC OBJECTIVES, STRATEGIES AND ACTIVITIES

6.0: Introduction

This chapter aims at addressing the strategic issues identified in chapter five by presenting strategic objectives, strategies and activities which will be pursued within the next five years in order to contribute towards the achievement of the envisaged SAUT Vision:

6.1: STRATEGIC OBJECTIVES AND STRATEGIES

SAUT will aim at achieving the strategic objectives listed in section 6.2. While section 6.3 makes further elaboration on the strategies and activities for each of the fourteen strategic objectives listed in section 6.2.

6.2: OBJECTIVES AND STRATEGIES

6.2.1: ORGANIZATION AND MANAGEMENT

Objective 1: Improved Organization and Management Indicators/Targets

- A detailed and comprehensive University Almanac is in place
- Timely implementation of Council and Senate decisions
- Improved leadership at all University levels
- Annual performance targets set by the University Units are attained

Strategies

- 1.1: Maintaining a system of establishing a detailed and comprehensive University Almanac Listing all annual events and meetings
- 1.2: Strengthening Faculty Boards and Departmental Committees as an ongoing process.
- 1.3: Enhancing performance of Council, Senate and their Committees.
- 1.4: Improving the Academic Management and Administration at all University Levels as an ongoing process.

6.2.2: EXPANSION OF STUDENT ENROLMENT

Objective 2: Increased Undergraduate and Postgraduate Enrolment

Indicators/Targets

- Undergraduate and Postgraduate enrolment reaching 20,000 by 2020
- Parallel Programmes introduced starting from 2015/2016.

Strategies:

- 2.1: Optimizing use of available academic resources starting from 2015/2016
- 2.2: Increasing number of undergraduate and postgraduate programmes starting from 2015/2016

- 2.3: Increasing the number of Diploma and certificate programs starting from 2015/2016

6.2.3: INFRASTRUCTURE, PHYSICAL FACILITIES AND MAINTENANCE

Objective 3: Increased infrastructure, Physical Facilities and Maintenance

Indicators/Targets

- Improved teaching and office space
- Increased and improved hostel facilities
- Acquisition of equipment for Agricultural Sciences and BSc. Engineering
- Improved electrical power supply
- Video conferencing facilities installed and maintained
- Well maintained University assets
- Attractive campus environment

Strategies

- 3.1: Increasing Infrastructure and Physical Facilities starting from 2015/2016
- 3.2: Enhancing Rehabilitation and Maintenance of Infrastructure as an ongoing process starting from 2015/2016
- 3.3: Enhancing security of University Assets and the community as an on going process starting from 2015/2016
- 3.4: Improving Environmental Aspects as an ongoing process starting from 2015/2016

6.2.4: QUALITY ASSURANCE OF TEACHING AND LEARNING

Objective 4: Improved System of Ensuring Quality and Relevance of Teaching and Learning

Indicators/Targets

- Improved communication skills of student
- Increased Quality Assurance Measures
- Increased pass rates in all programmes

Strategies:

- 4.1: Improving Teaching and Learning Methods as a continuous process starting from 2015/2016
- 4.2: Improving Teaching and Learning Resources during 2015/2016
- 4.3: Improving the Content of Academic programmes starting from 2015/2016
- 4.4: Improving Academic Quality Assurance continuously starting from 2015/2016

6.2.5: RESEARCH AND PUBLICATIONS

Objective 5: Improved Quality and Quantity of Research and Publications

Indicators/Targets

- Increased number and quality of research and publications per department
- Increased funding for research and publications
- Evidence that SAUT research results are informing policy decision at government levels
- Increased number of national, regional and/or international scientific/academic conferences hosted at SAUT.
- Each department has a reputable internationally recognized academic journal

Strategies

- 5.1: Emphasize the implementation of SAUT Research Policy and procedures starting from 2015/2016
- 5.2: Decentralize the administration of research to all department levels starting from 2015/2016
- 5.3: Increasing research budget allocation and mobilization starting from 2015/2016
- 5.4: Increasing the productivity and quality of research and publications as an on going process starting from 2015/2016.
- 5.5: Encouraging the culture of conducting research and attendance of seminars, workshops and conferences among academic members of staff starting from 2015/2016

6.2:6 CONSULTANCY AND SERVICES

Objective 6: Establish SAUT as a center for business, legal, engineering and education consultancy

Indicators/Targets

- Increasing growth in consultancy services, volume, quality and revenue
- Increased clients' satisfaction with SAUT's consultancy services
- Increased consultancies offered by clients from Tanzania especially within the lake zone.

Strategies

- 6.1: Establish consultancy unit by January 2016
- 6.2: Strengthening collaboration with public and private partners starting from 2015/2016.
- 6.3: Monitoring the productivity and Quality of Consultancies and services as an on going process starting from 2015/2016.

6.2.7: LIBRARY SERVICES

Objective 7: Improved high quality library services

Indicators/Targets

- Up to date texts , reference books Journals/Periodicals
- Adequate number of Text and Reference Books, Journals/Periodicals
- A sophisticated library system
- Increased international and local electronic data bases which can be accessed through the Library.

Strategies

- 7.1: Developing a sophisticated library system by 2017

7.2: Improving Library Resources as an on going process starting from 2015/2016

6.2.8: INFORMATION AND COMMUNICATIONS TECHNOLOGY

Objective 8: Improved Information and Communications Technology practice at all levels

Indicators/Targets

- All Faculties and Departments use LAN
- Registration for continuing students is done online
- Lecturers share materials online
- A computerized accounting system

Strategies

- 8.1: encourage the use of ICT in all departments
- 8.2: Designing and implementing an online registration system
- 8.3: Designing an online material sharing system between students and lecturers
- 8.4: Encouraging lecturers to share their materials online

6.2.9: HUMAN RESOURCE MANAGEMENT AND CAPACITY DEVELOPMENT

Objective 9: Improved Human Resource quality and reduced labour costs

Indicators/Targets

- Optimal staffing level (at least 5) of academic staff with Phd for each course
- Increased number of staff on Phd training
- Increased number of academic staff with PhD

Strategies

- 9.1: Reviewing current Human Resource Management Policies by February, 2016
- 9.2: Strengthening Policy and Administration of HR matters on a continuous basis starting from 2015/2016
- 9.3: Enhancing staff remuneration, motivation and retention on a continuous basis starting from 2015/2016
- 9.4: Enhancing staff training and development on a continuous basis starting from 2015/2016

6.2.10: HANDLING OF STUDENT AFFAIRS

Objective 10: Improved handling of Student Affairs

Indicators/Targets

- At least 60% of students accommodated on campus
- Adequate recreational facilities provided to students
- Enhanced students counseling
- Increased constructive relations between management and the student body

Strategies

- 10.1: Expanding accommodation facilities for students starting from 2015/2016
- 10.2: Providing adequate recreational facilities for students and staff during 2015/2016
- 10.3: Improving counseling services to students starting from 2015/2016
- 10.4: Improving communication between management and students from 2015/2016

10.5: Providing prizes awards to best performing students 2015/2016

6.2.11: GENDER EQUITY AND MAINSTREAMING

Objective 11: Improved Gender Balance and Mainstreaming

Indicators/Targets

- Increased proportion of qualified female students in all academic programmes
- Increased proportion of qualified female academic staff

Strategies

11.1: Addressing root causes of gender imbalance starting from 2015/2016

11.2: Reviewing admission and employment opportunities during 2015/2016.

6.2.12: HEALTH SERVICES AND FIGHTING HIV/AIDS

Objective 12: Improved Health services and HIV/AIDS Awareness, Prevention and Control

Indicators/Targets

- Increased availability of a range of general medical services at the University Dispensary
- Increased satisfaction of staff, students and general public with SAUT's medical services
- Reduced number of staff and students at risk for acquiring HIV/AIDS
- Availability of counseling services against HIV/AIDS infection.

Strategies

12.1: Improving health services delivery as an on going process starting from 2015/2016

12.2: Intensifying SAUT response to HIV/AIDS as an on going process starting from 2015/2016.

6.2.13: MARKETING, PUBLIC RELATIONS AND LINKAGES

Objective 13: Improved Marketing of SAUT, Public Relations and Linkages

Indicators/Targets

- Increased number of advertisements of SAUT's potentials including its academic programmes and services in news media and the websites
- Increased inquiries on SAUT Services
- Increased awareness about SAUT by the Government and the Civil Society
- Increased number of Links with other Universities (both local and international).

Strategies

13.1: Strengthening existing links starting from 2015/2016

- 13.2: Establishing more links with local and international Universities Starting from 2015/2016
- 13.3: Hosting at least International Conference/Symposium during the planning period
- 13.4: Strengthen and Marketing SAUT Potential and Academic Programme on regular basis starting from 2015/2016
- 13.5: Strengthening relations with local trade and industry starting from 2015/2016
- 13.6: Organizing yearly visits to Lake Zone Secondary Schools to promote SAUT's academic programmes with effect from November, 2015

6.2.14: FUNDING AND FINANCIAL MANAGEMENT

Objective 14: Improved Funding and Financial Management

Indicators/Targets

- Increased reliability of University operations
- Increased donor funding for capital development
- Increased internally generated funds
- Reduced operational costs
- Improved financial control
- Financial stability is restored.

Strategies

- 14.1: Strengthening SAUT Development Office during 2015/2016
- 14.2: Mobilizing local and international grants, donations and scholarship as an on going process starting from 2015/2016
- 14.3: Searching for viable income generating activities starting from 2015/2016
- 14.4: Improving Financial Management and Control as a continuous exercise starting from 2015/2016
- 14.5: Enhancing efforts to establish the Alumni Association by October 2015
- 14.6: Extending investment in the farm starting 2015/2016.
- 14.7: Reducing unnecessary expenditure

6.3 STRATEGIES AND ACTIVITIES

STRATEGIC OBJECTIVE 1:

IMPROVED ORGANIZATION AND MANAGEMENT

Strategy 1.1: Maintaining a system of establishing a detailed and comprehensive University Almanac Listing all annual events and meetings

Activities

- 1.1.1 Maintain the practice of preparing the University Almanac by May each year.
- 1.1.2 Submit the Almanac to the Management Board for Scrutiny and /or amendments by June each year.
- 1.1.3 Include the Almanac in SAUT Prospectus each year.

Strategy 1.2 Strengthening Faculty Boards and Departmental Committees

Activities

- 1.2.1: Schedule Faculty Board and departmental Committees in the University Almanac
- 1.2.2: Submit Faculty Board Minutes to Senate with respect to academic matters
- 1.2.3: Submit Faculty Administrative matters to the University Management board.

Strategy 1.3 Enhancing Performance of the Council, Senate and their Committees

Activities

- 1.3.1: Prepare and distribute timely to members all papers pertaining to Council, Senate and their Committees meetings.
- 1.3.2 Implement Council and Senate decisions within a week after the meetings.

Strategy 1.4: Improving Academic Administration at all Universities Levels

Activities:

- 1.4.1: Set annual performance targets for each Department
- 1.4.2: Institute a system of six –monthly performance reporting and evaluation by all departments.
- 1.4.3: Prepare strategic and operational work plans for all top officers on the basis of the Cooperate Strategic Plan.

6.3.2: STRATEGIC OBJECTIVE 2:

INCREASED UNDERGRADUATE AND POSTGRADUATE STUDENTS ENROLMENT TO REALIZE PROJECTED ENROLMENT to 20,000 by 2020

Strategy 2.1: Optimizing use of Available Resources starting from 2015/2016

Activities

- 2.1.1 Optimize use of classrooms through appropriate Master Timetabling.
- 2.1.2 Introduce Video Conferencing facilities for improving teaching and maximization of the use of resources by December 2017
- 2.1.3 Introduce evening programs for existing programs starting from 2016/2017

Strategy 2.2: Increasing Number of Undergraduate Programmes starting from 2016/2017

Activities

- 2.2.1 Launch new marketable academic programmes in order to produce students with intellectual and professional skills needed by the labour market.
- 2.2.2 Introduce evening programs for business and education courses starting from 2016/2017
- 2.2.3 Increase budget for advertisement in order to attract more students to join SAUT.

Strategy 2.3: Increasing the number of diploma and certificate programs starting from 2015/2016

Activities

- 2.3.1 Launch new diploma and certificate programs starting from February 2016.
- 2.3.2 Advertise the new diploma and certificate programs to be launched starting from October 2015
- 2.3.3 Use administrative staffs who qualify to teach certificates and diploma courses in order to lower operation costs.

6.3.3: STRATEGIC OBJECTIVE 3:

INCREASED INFRASTRUCTURE, PHYSICAL FACILITIES AND MAINTENANCE

Strategy 3.1: Increasing infrastructure and physical facilities

Activities

- 3.1.1: Construct more hostels and improve the existing hostels to generate more revenues and create conducive learning environment for students.
- 3.1.2: Develop infrastructure at the newly acquired plots at Isamilo Hill, Luchelele, Igombe (Mwanza), Vikindu (Dar es Salaam), Mtwara and the Igonga Farm in Sengerema starting from 2015/2016
- 3.1.4: Establish partnership between Tanesco , SAUT and Local government to establish a system in which the available electricity generator can be utilized in its full capacity.
- 3.1.5: Improve sound system in large classrooms
- 3.1.6: Install video conferencing facilities at Malimbe site to cater for large classes during 2016/2017.

Strategy 3.2: Enhancing Rehabilitation and Maintenance of Infrastructure as ongoing process starting from 2015/2016

Activities

- 3.2.1 Maintain the implementation of SAUT Preventive Maintenance Policy.
- 3.2.2 Strengthen the office of Estate Manager.

Strategy 3.3: Enhancing Security of University Assets and the Community as an on going process.

Activities:

- 3.3.1 Teach the university community to be security conscious.
- 3.3.2 Train University community on how to use fire extinguishers each year during the orientation week for new students and in July for staff starting from 2015/2016.
- 3.3.3 Put into use the mechanism for controlling movement of university movable fixed assets within and outside the university as an on going exercise starting from 2015/2016.
- 3.3.4 Maintain and update inventory of all university assets

Strategy 3.4: Improving Environmental Prospects

Activities

- 3.4.1: Improve and implement the University Survey Master Plan as a continuous process beginning from 2015/2016.
- 3.4.2: Establish a modern and reliable system for disposal of solid and liquid waste by 2017/2018
- 3.4.3: Improve car parking areas at Malimbe during 2015/2016
- 3.4.4: Improve and maintain flower gardens to beautify the surroundings starting from 2015/2016.

6.3.4: STRATEGIC OBJECTIVE 4:

IMPROVED SYSTEM OF ENSURING QUALITY AND RELEVANCE OF TEACHING AND LEARNING

Strategy 4.1: Improving Teaching and Learning as a continuous process starting from 2015/2016

Activities

- 4.1.1 Forbid the use of Kiswahili in lectures and insist on the use of English as the only media of communication in the university.
- 4.1.2 Promote and encourage the use of case studies during lectures.
- 4.1.3 Encourage lecturers to prepare manuals for the courses they are teaching
- 4.1.4 Strengthen the bookshop and encourage students to buy books/manuals
- 4.1.5 Encourage the use of power points /projections
- 4.1.6 Review and adopt curricular that can prepare students who are cross-culturally competent and for work requiring international exposure.
- 4.1.7 Strengthen Practical/ Field Training by requiring students to submit field report as part of coursework starting from 2015/2016

Strategy 4.2: Improving Teaching and Learning Resource

Activities

- 4.2.1 Solicit partners who can help the university improve its library facilities by increasing the number of up to date books
- 4.2.2 Subscribe to reputable online academic journals to enable students to access up to date information
- 4.2.3 Increase inventory of PCs for students to attain a ratio of 1 PC to 5 students by 2019/2020.

Strategy 4.3: Improving the Content of Academic Programmes

- 4.3.1: Review and Update Curricular in every three years.
- 4.3.2 Conduct program monitoring and evaluation every year.

Strategy 4.4: Improving Academic Quality on a continuous basis starting from 2015/2016

Activities

- 4.4.1 Strengthen the coordinating office for Internal Quality Assurance during 2015/2016
- 4.4.2 Review and update SAUT Academic Audit Report during 2015/2016.
- 4.4.3 Introduce measures to control and improve continuous assessment starting from 2015/2016.

6.3.5 STRATEGIC OBJECTIVE 5:

IMPROVED QUALITY AND QUANTITY OF RESEARCH AND PUBLICATIONS

Strategy 5.1: Emphasize the implementation of Research Policy and Procedures as from 2015/2016

Activities

- 5.1.1: Review the research policy and create its awareness among academic members of staff by October 2015
- 5.1.2: Each department to launch reputable academic journal by January 2016

Strategy 5.2: Decentralize the Administration of Research and Publications to the Faculty/Departmental Levels starting from 2017/2018

Activities

- 5.2.1 Establish a Research Committee at the Faculty/Departmental level by June 2016.
- 5.2.2 Appoint Faculty/ Departmental Co-ordinator of Research and Publications by June 2016.
- 5.2.3 Faculty/Departmental Research and Publications Committee to meet after every three months
- 5.2.4 Submit regular reports to the University Research and Publication Committees in every year

Strategy 5.3: Improving Research Skills of Academic Staff as an on going process starting from 2016/17

Activities

- 5.3.1: Introduce compulsory research methodology training for all junior academic staff by September each year starting from 2016/2017.
- 5.3.2: Encourage collaborative research within various disciplines starting from 2016/17
- 5.3.3 Require senior staff to work together with Junior Staff in research activities, as part of the training.
- 5.3.4 Encourage participation in Departmental/Faculty seminars and public lectures.
- 5.3.5 Encourage academic staff to attend research seminars and workshops.

Strategy 5.4: Increase Research Funds Budgetary allocation and mobilization starting from 2015/16

Activities

- 5.4.1: Require annual plans and budgets to be prepared by faculties and Departments by March each year starting from 2015/2016
- 5.4.2: Increase budgetary allocation for research activities yearly.
- 5.4.3: Solicit funds for research activities from various sources

- 5.4.4: Actively seek research funding from the government.
- 5.4.5: Solicit donor funds to support research projects as an ongoing process starting from 2015/2016.

Strategy 5.5: Increasing the productivity and quality of research and publications starting from 2015/2016

Activities

- 5.5.1: Faculties / Departments to be required to prepare annual research work plans beginning from 2015/2016.
- 5.5.2: Institute a regular forum for progress review of research and Publications.
- 5.5.3: Establish a monitoring and evaluation system for the quality and productivity of research.
- 5.5.5: Identify publishable dissertations and assist in making arrangements to publish them.
- 5.5.6: Provide for a space in the library for the collection of Theses and Dissertations.

Strategy 5.6: Cultivating the Culture of Conducting Research

Activities

- 5.6.1: Require each academic staff to present a research based colloquium at least once in two years starting from 2015/16
- 5.6.2 Establish performance – based remuneration for quality research
- 5.6.3: Introduce best research award by September 2016.

6.3.6: STRATEGIC OBJECTIVE 6:

IMPROVED CONSULTANCY AND SERVICES

Strategy 6.1: Establish a consultancy unit by November 2015

Activities

- 6.1.1 Review and implement the consultancy policy by October 2015
- 6.1.2 Establish a dedicated consultancy office responsible for coordination of all consultancy affairs by October 2015
- 6.1.3 Appoint a head of consultancy unit by October 2015

Strategy 6.2: Strengthening Collaboration with Public and private partners starting from 2015/2016

Activities

- 6.2.1: Invite government officials and businessmen and women and church dignitaries to visit SAUT for familiarization starting from 2015/2016
- 6.2.2: Strengthen and expand outreach community services, to reach out a wider segment of Tanzanian Society.

Strategy 6.3: Monitor the Productivity and Quality of Consultancies and service Activities

- 6.3.1: Establish monitoring and control mechanism of consultancies by requiring staff to give progress and financial reports in order to satisfy both clients and the university authorities.

6.3.7: STRATEGIC OBJECTIVE 7:

IMPROVED LIBRARY SERVICES

Strategy 7.1: Sophisticate library information system by September 2017

Activities

- 7.1.1: Solicit funds to modernize the Library services and Security in line with SAUT's ICT Master Plan.
- 7.1.2: Install a modern electronic Library Information System by January 2017
- 7.1.3: Install and maintain a digital expanded library during 2015/2016
- 7.1.4: Provide more PCs to enable users to have greater access to electronic materials.
- 7.1.6: Train staff and students in library information retrieval using ICT.

Strategy 7.2: Improving Library Resources as on going process starting from 2015/2016

Activities

- 7.2.1: Require Departments to submit annually their text and reference books, Journals/Periodicals requisitions to the Library Committee by March each year for budgetary purposes starting from September 2015.
- 7.2.2: Make a follow up on budgetary allocations for purchase of books, Journals/Periodicals once the budget has been approved.

Strategy 7.3: Increasing number and Quality of Human Resources in the Library by 2015/2016

Activities

- 7.3.1: Recruit more qualified librarians starting from 2015/2016
- 7.3.2: Train the current staff to acquire Library skills beginning from 2015/2016

6.3.8: STRATEGIC OBJECTIVE 8:

IMPROVED INFORMATION AND COMMUNICATION TECHNOLOGY PRACTICES AT ALL LEVELS

Strategy 8.1: Encourage the use of ICT in all departments

Activities

- 8.1.1: All departmental offices to have access to internet
- 8.1.2: All departmental offices to be connected to intranet

Strategy 8.2: Design and maintain an online registration system by September 2015

Activities

- 8.2.1: ICT department in collaboration with admission office to design and implement an online registration system.
- 8.2.2: Train students and administrative staff on how to use online registration system

Strategy 8.3: Design an online system for sharing of academic materials by August 2016

Activities

- 8.3.1: The ICT office in collaboration with library and academic office to design an online academic sharing system
- 8.3.2: Train students and academic members of staff on how to use academic sharing system

6.3.9: STRATEGIC OBJECTIVE 9:

IMPROVED HUMAN RESOURCE QUALITY AND STAFF RETENTION

Strategy 9.1: Establishing Optimal Academic staffing Levels

Activities

- 9.1.1: Use the outcome of the workload study to establish optimal staffing levels for each course offered by the University starting from the Academic year 2015/2016.
- 9.1.2: Review and update yearly optimal staffing (policy) levels to match with the increase/decrease in number of students and courses starting from 2015/2016 academic year.

Strategy 9.2: Reviewing Current Human Resources Management Policies during 2015/16

Activities

- 9.2.1: Make available to Faculties and Departments the current Human Resources Management Policies pertaining to:
 - a) Staff Regulations
 - b) Human Resource Management Policy and Procedures
 - c) Criteria for promotion
 - d) Staff Development Policy
- 9.2.2: Invite comments from Faculties and Departments for submission to the Management Board and the University Council.

Strategy 9.3: Enhancing Staff Remuneration, Motivation and Retention as an ongoing process starting from 2015/16

Activities

- 9.3.1: Continue working toward ensuring that SAUT salaries are comparable to those obtaining in Public and Private Universities in Tanzania starting from 2015/2016
- 9.3.2: Continuously improve the general working environment as an on going process starting from 2015/2016
- 9.3.3: Institute and implement the practice of meeting with staff at least twice a year by the Top Management starting from 2015/2016
- 9.3.4: Provide staff with adequate working tools starting from 2015/2016
- 9.3.5: Implement the Open Performance Review and Appraisal System (OPRAS) by September each year.
- 9.3.6: Institute a mechanism/policy of recognizing and/or awarding excellent performers starting from September 2015.

Strategy 9.4: Enhancing Staff Training and Development as an on going process starting from 2015/2016

Activities

- 9.4.1: Establish short and long-term plans for staff training based on well assessed manpower needs by November, 2015
- 9.4.2: Increase number of Phd programmes in order to train staff internally starting from 2016/2017.
- 9.4.3: Establish link agreements with various Universities which have a staff training component starting from 2015/2016
- 9.4.4: Look for opportunities and encourage members of staff to attend conferences and seminars hosted by other Universities starting from 2015/2016
- 9.4.5: Regularly run courses/workshops designed to enhance professional skills of staff during long vacations starting from September 2015

6.3.10: STRATEGIC OBJECTIVE 10:

IMPROVED HANDLING OF STUDENTS AFFAIRS

Strategic 10.1: Expanding Accommodation Facilities for Students Starting from 2015/2016

Activities

- 10.1.1: Solicit donors for the construction of more students' hostels.
- 10.1.2: Solicit local companies/Financial Institutions to build students hostel on the basis of Build, Operate and Transfer (BOT).
- 10.1.3: Implement the Board of Trustees directive to establish a Unit for the Administration of Students' Hostels.

Strategy 10.2: Providing more Recreation Facilities during 2015/2016

Activities

- 10.2.1: Improve/construct football, basketball, netball and volleyball grounds at Malimbe site during 2015/2016

10.2.2: Provide facilities for indoor games by 2020

10.2.3: Encourage both Staff and Students to Participate in Sports

Strategy 10.3: Improving counseling services to Students as an ongoing process starting from 2015/2016

Activities

10.3.1: Work out a timetable and publicize it to students when counseling services can be provided starting from 2015/2016

10.3.2: Students through their SAUTSO Government to develop a plan of engaging students in activities aimed at character building starting from 2015/2016

10.3.3: Encourage peer counseling among students as an ongoing process starting from 2015/2016

Strategy 10.4: Improving Communication between Management and students as an ongoing process starting from 2015/2016

Activities

10.4.1: Vice Chancellor to meet with students at least twice a year according to the University Almanac

10.4.2: Establish a University Newsletter to appear at least once a semester starting from 2015/2016

10.4.3: Have a well planned orientation programme for the new Students starting from September, 2015

10.4.4: Provide yearly students By-Laws to new students and SAUTSO Constitution should be available to students Leaders by October each year

10.4.5: The University Prospectus should be published yearly and made available free to new students and continuing students at affordable cost by October each year.

Strategy 10.5.: Providing Prize Awards to Best Performing Students starting from 2015/2016

Activities

10.5.1: Encourage departments to approach local and international potential donors who can provide awards in kind and cash.

10.5.2: Increase the amount provided as prizes by the University by November, 2015.

6.3.11: STRATEGIC OBJECTIVE 11:

IMPROVED GENDER BALANCE AND MAINSTREAMING

Strategy 11.1: Addressing Root causes of Gender Imbalance

Activities

11.1.1: Study and address the causes of low gender balance and mainstreaming at all levels of SAUT during 2015/2016.

11.1.2: Set up and improve counseling services for gender based psychological pressure for both students and staff during 2015/2016

11.1.3: Sensitize academic staff for familiarity with gender issues by July 2015/2016

Strategy 11.2: Reviewing admission and employment policies to address gender issues

Activities

11.2.1 Admission office to design policy which addresses gender issues based on merits

11.2.2 Human resources office to design policy which addresses gender issues.

6.3.12: STRATEGY OBJECTIVE 12:

IMPROVED HEALTH SERVICES AND HIV/AIDS AWARENESS, PREVENTION AND CONTROL

Strategy 12.1: Improving Health Services Delivery as an ongoing process starting from 2015/2016

Activities

12.1.1: Improving the staffing of the University Dispensaries during 2015/2016

12.1.2: Elevate University Dispensary to a Health Centre by June 2017

12.1.3: Improve the available health laboratory facilities during 2015/16

Strategy 12.2: Intensifying SAUT response to HIV/AIDS as an ongoing process starting from 2015/2016

Activities

12.2.1: Provide preventive services to staff and students as an on going activity starting from 2015/2016

12.2.2: Step up awareness campaigns on HIV/AIDS pandemic.

12.2.3: Establish and implement counseling programmes on HIV/AIDS

12.2.4: Involve specialist doctors from Bugando Medical Centre and Weill-Bugando University College of Health Sciences

12.2.5: Work out SAUT Policy on HIV/AIDS.

6.3.13: STRATEGIC OBJECTIVE 13:

IMPROVED MARKETING, PUBLIC RELATIONS AND LINKAGES STARTING 2015/2016

Strategy 13.1: Strengthen the Existing Links starting from 2014/15

Activities

13.1.1: The University Management Board to review regularly the existing link agreements with a view to improving the relations

13.1.2: Work out the mechanism of monitoring links.

Strategy 13.2: Establish more links with Local Universities and International Universities starting from 2015/2016

Activities

- 13.2.1: Establish bilateral links with local higher learning institutions.
- 13.2.2: Encourage each Department to establish at least one link with a reputable international University.

Strategy 13.3: Host an International Conference in every year

Activities

- 13.3.1: Choose a theme in one area of our specializations
- 13.3.2: Invite paper contributions from SAUT staff and from other institutions both local and international.
- 13.3.3: Work out the budget by September every year
- 13.3.4: Solicit funding from donors during the preceding academic year
- 13.3.5: Form an organizing committee by December 2015
- 13.3.6: Fix date for the conference
- 13.3.8: Receive delegates
- 13.3.9: Publish the proceedings in three months after the conference

Strategy 13.4: Strengthening Marketing Activities as an ongoing process starting from 2015/2016

Activities

- 13.4.1 Maintain an up to date University Website.
- 13.4.2 Strengthen and market SAUT Dar es Salaam Centre
- 13.4.3 Market SAUT Undergraduate and Postgraduate programmes as a central part of the annual marketing plans
- 13.4.4 Make effective use of the news media to promote SAUT
- 13.4.5 Make effective use of donors and link agreement to promote SAUT by providing them with current information about SAUT
- 13.4.6 Use effectively Regional contacts to promote SAUT programmes in East, Central and Africa in general.

Strategy 13.5: Organize visits to Lake Zone Secondary Schools to Promote SAUT's Academic Programmes

Activities

- 13.5.1: Make budgetary provision starting from 2015/2016 for visiting secondary schools
- 13.5.2: Prepare and send attractive brochures to secondary schools
- 13.5.3: Request parishes and other catholic institutions to promote SAUT
- 13.5.4: Use students to publicize SAUT during teaching practice

**6.3.14: STRATEGIC OBJECTIVE 14:
INCREASED FUNDING AND FINANCIAL STABILITY**

Strategy 14.1: Mobilize Local and International Grants, Donations and Scholarships starting from 2015/2016

Activities

- 14.2.1: Strengthen SAUT –USA Fundraising office
- 14.2.2: Search out potential donors starting from 2015/16
- 14.2.3: Prepare professionally and well written proposals

- 14.2.4: Solicit donor funding for infrastructure
- 14.2.5: Prepare and implement out a Fundraising Policy by July 2015

Strategy 14.3: Search for viable Income Generating Projects starting from 2015 Activities

- 14.3.1: Planning and development office to search for viable income generating projects
- 14.3.2: Consultancy unit to help faculties/department to come up with viable income generating projects
- 14.3.3: Solicit funds for implementing the projects.

Strategy 14.4: Strengthening investment in the farm starting from 2015/2016 Activities

- 14.4.1: Engage an expert to do feasibility studies on the appropriate crops to be grown during 2015/2016
- 14.4.2: Recruit a qualified farm Manager during 2015/2016
- 14.6.2: Make budgetary provision for the running of the farm during 2015/2016

Strategy 14.5: Revive Efforts to establish the Alumni Association during 2015/2016 Activities

- 14.7.1: Reconvene a meeting of the alumni based here in Mwanza City during 2015/2016
- 14.7.2: Prepare the Alumni Constitution during 2015/2016
- 14.7.3: Submit the Constitution to the Council Meeting in August, 2016 for approval.
- 14.7.4: Make contacts with the Alumni in other countries of the AMECEA during 2015/2016.

Strategy 14.6: Introduce efficient and Timely Collection of Students Fees starting from 2015/2016 Activities

- 14.6.1: Put in place a proper recording system of the payments made by students
- 14.6.2: Establish a link between online registration system and the account office such that, online registration cannot be done without paying fees
- 14.6.3: Improve customer care services within the accounts office

6.4: IMPLEMENTATION ACTION PLAN

Appendix 1 contains a detailed action Plan Budget and Responsible Office

6.5: PRIORITIES (I, II, and III)
Objective Priority

- | | | |
|----|--|----|
| 1. | Organization and Management | I |
| 2. | Increased Undergraduate and Postgraduate Enrolment | II |
| 3. | Increased Infrastructure, Physical Facilities and Maintenance | I |
| 4. | Improved System of Ensuring Quality and Relevance of Teaching and Learning | I |
| 5. | Improved Quantity and Quality of Research And Publications | II |

6.	Improved Number and Quality of Consultancy and Services to the Public	II
7.	Improved Library Services	II
8.	Improved ICT Capacity and Application	II
9.	Improved Human Resource Management and Capacity Development	I
10.	Improved Handling of Students Affairs	II
11.	Improved Gender Balance and Mainstreaming	III
12.	Improved Health Services and HIV/AIDS Awareness, Prevention and Control	II
13.	Improved Marketing of SAUT, Public Relations and Linkages	I
14.	Increased Funding and Financial Stability	I

KEY: I: Must be done
 II: Ought to be done (medium term)
 III: To be done during the planning period.

CHAPTER SEVEN

7.0: MONITORING AND EVALUATION

7.1: Introduction

Monitoring and evaluation of Rolling Strategic Plan is intended to ensure effective and efficient implementation of the plan. It is a mechanism to monitor the progress and assess outcomes compared to the original objectives and expectations.

7.2: Monitoring

Tracking the progress of implementation shall be the responsibility of the Finance and Planning Committee of the University Council. The Chief Planning Officer shall submit periodic reports on the plan implementation at every meeting of the Finance and Planning Committee.

The Chief Planning Officer shall:

- Prepare and issue monitoring guidelines to Faculties and Departments/Units of the University.
- Define monitoring and evaluation and responsibilities of the Faculties and Departments/Units.
- Determine the type, format, and schedule of flow of information from Colleges, Faculties, and Departments for central processing.
- Disseminate (to lower and higher levels) relevant information received and collected from bodies outside the University. This information will mainly be on the external impacts and context/external environment. The Chief Planning Officer will collect this information. The University Chief Planning Officer should also be responsible for preparation of the Facts and Figures on an annual basis.
- Ensure that Colleges, Faculties and Departments, through their committees, mobilize sources of financing the planned activities.
- Organize an annual university meeting to discuss the progress in implementing the University, College, Faculty, and Department work plans. Departments, Faculty and College Boards and Senate must have discussed the progress reports.

(a) Methodology

Monitoring will be instituted immediately after starting the implementation of the Strategic Plan.

Three major methods will be used:

- Preparation of detailed annual work plans showing quarterly targets and reporting the extent to which the accomplishment of the work plan are being met.

- Physical observations and interviews/discussions between the various stakeholders to get informed insights and clarifications. A field observation schedule will be prepared before making the physical observations.
- Conducting enquiries with the assistance of a questionnaire every year designed to obtain the impressions of various stakeholders so as to obtain any early warning signs that may indicate potential problems with the implementation of the Strategic Plan.

(b) **Reporting**

Motoring reports at all levels will comprise:

- ⇒ A narrative Strategic Plan implementation reports plus a summary table prepared once every six months.
- ⇒ Contents of the narrative report will include, but not be limited to:
 - ⇒ The approved Strategic Objectives and their target indicators,
 - ⇒ Approved strategies, activities and outputs, the deviations in the planned activities and outputs. Achievements should reflect both the qualitative and quantitative achievements.
 - ⇒ Constraints in the implementation of the strategic plan and any internal and external factors which affected implementation.
 - ⇒ Proposed remedial actions and the way forward for solving the problems faced indicating clearly the planned activities to be carried out in the next period (six months and one year depending on the nature of the report).

There will be two six monthly reports per annum, one covering the period from September to February and the other for March to September. However, when reporting on implementation of the March to September report, the reporting unit will also be reporting the whole year's achievements. Thus the report ending September will be composed of the 6 month report (i.e. the implementation report for March to September) and the year's report (March to August)

The reports from the Planning and Finance Committee shall include, but not be limited to the following:

- ⇒ Six monthly and annual reports on the implementation and achievements of the University level Rolling Strategic Plan.
- ⇒ Physical observations, and responses to interviews and questionnaires included as part of the annual reports.

- ⇒ Summary of the major recommendations for improving the rolling of the Strategic Plan, preparing annual operating plan for the subsequent year and the implementation and monitoring process in the subsequent year.

(c) **Schedule of the reports**

For September to February report, the following schedule of reporting will be observed:

- ⇒ Departments to prepare performance reports on implementation of scheduled strategic plan activities for **September to August** by mid-April, of the respective year. The reports will follow a uniform format as shown in the previous section or as may be updated by Strategic Planning Committee mid-year progress performance reports by end of March as per agreed format.
- ⇒ Faculties to prepare mid-year performance reports by the end of April. These will then be submitted to the Programme Manager.
- ⇒ Chief Planning Officer to finalize preparations of the University level mid-year progress performance by mid-May.
- ⇒ A University wide mid-year meeting will discuss progress on strategic plan implementation to be held at the end of May.

When reporting for **March to September**, the units should bear in mind that this is the half-year report, i.e. the achievements from the last report (March to September) and also the overall end of year report (i.e. October – September). In the narrative report, the units would report what the achievements and constraints have been for the last six months and the overall achievements and constraints for the previous year.

For the **March – September**, the following schedule of reporting will be observed:

- (i) Departments to prepare end-of-the-year performance reports by mid-October and also to provide operating plans for implementation in the subsequent year (i.e. work plans)
- (ii) Colleges and Faculties to prepare performance reports by the end of October for immediate submission to the Finance and Planning Committee. The reports to be accompanied by an operating plan scheduled for the subsequent year
- (iii) Chief Planning Officer to finalise the preparation of the University level report for the end of the year progress report by Mid-November and also produce a full rolled 3 year strategic plan of the next three years once in two years. The Chief Planning Officer should produce an operating plan for the next year.
- (iv) A University-wide end-of-the-year meeting to discuss progress on strategic plan implementation to be held during the 3rd week of November of each year. Because of the resulting reporting burden to Deans and Heads of Academic Departments. Management should consider introduction of some incentives to them.

7.3 Evaluation

■ Types and Aspects of Evaluation

There will be two types of evaluation of the Strategic Planning Process at SAUT. Once every two and half years using internal evaluators, and another one every three years using an external evaluation team working with one internal evaluator not responsible for the implementation of the RSP. Three months prior to the coming of the external evaluators an internal evaluation will be conducted and discussed during the annual meeting.

The internal and external evaluations will have similar Terms of Reference (ToR) and will focus on:

- ⇒ Assessing the reasons for success or failure of specific aspects of the strategic plan;
- ⇒ Assessing whether the strategic plan is achieving its objectives;
- ⇒ Finding out whether the effects of the strategic plan are contributing to a better fulfillment of the Mission and Vision of the University.
- ⇒ Assessing the adequacy of resources being mobilized to implement the RSP;
- ⇒ Determining whether available resources are being utilized efficiently to achieve the strategic objectives of the plan;
- ⇒ Determining whether the process of strategic planning and implementation is facing any problems.

The Finance and Planning Committee shall prepare clear and comprehensive terms of reference to guide both evaluations. The ToRs of the two evaluations shall cover, but not be limited to:

- ⇒ Subject of the evaluation;
- ⇒ Methodology to be adopted: data collection procedures, sampling procedures, indicators to be used, basis for comparisons, etc;
- ⇒ Analysis of the field findings;
- ⇒ Evaluation of the achievements;
- ⇒ Feedback of evaluation findings.

Both the internal and external evaluators will have the mandate to decide on other additional issues to be included or evaluated and agreed with SAUT Council in advance. This will be agreed at the first de-briefing meeting between the SAUT Management and evaluators.

Selecting the appropriate evaluators will consider relevant technical skills, evaluation skills and experience in similar organizations/assignments. The internal evaluation team shall be approved by the Finance and Planning Committee while SAUT Council shall approve the external evaluation team.

The evaluation reports will be discussed at all levels at the bi-annual progress meetings. The recommendations adopted will be implanted and included in the rolled over strategic plan

APPENDIX: IMPLEMENTATION PLAN

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
Strategic Objective 1: Improved organization and management								
<i>Maintain a system of detailed university almanac</i>	Prepare the almanac by may each year	Almanac in place						Public Relations Officer
	Submit the almanac to the management board by June each year	Almanac in place						Public Relations Officer
	Include the almanac in prospectus each year	Almanac in place						Public Relations Officer
<i>Strengthen faculty boards and departmental committee activities</i>	Schedule faculty board and departmental committees in university almanac	Faculty/departmental Boards meetings are scheduled in the almanac						Public Relations Officer
	Submit Faculty Board Minutes to Senate with respect to academic matters	Minutes are submitted to the senate on time						Corporate counsel
	Submit faculty matters to university management board	Faculty matters are submitted to the management board on time						Faculty deans, HoD's, DVCAA

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Enhancing Performance of the Council, Senate and their Committees</i>	Prepare and distribute timely to members all papers pertaining to Council, Senate and their Committees meetings	Documents for the meetings are submitted on time						Corporate counsel
	Implement Council and Senate decisions within a week after the meetings	Council decisions are implemented on time						Vice Chancellor
<i>Improving academic administration at all university levels</i>	Set annual performance targets for each Department	Departmental performance targets are set						HODs
	Institute a system of six –monthly performance reporting and evaluation by all departments	Six months performance reports are prepared						HODs, Quality Assurance Directorate
	Prepare strategic and operational work plans for all top officers on the basis of the corporate strategic plan	Operational work plan for each top officers are prepared						All senior management officials

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
Strategic objective 2: Increased undergraduate and postgraduate students to realize projected enrolment to 20,000 by 2020								
<i>Optimizing use of available resources starting from 2015/16</i>	Optimize use of classrooms through appropriate Master Timetabling	Classrooms are maximum utilized						DVCAA, Planning officer, Estate manager
	Introduce Video Conferencing facilities for improving teaching and maximization of the use of resources by December 2017	Video conferencing facilities are installed						DVCAF,DVCAA, Chief planning officer
	Introduce evening programs for existing programs starting from 2016/2017	Evening programs are introduced						DVCAA, Faculty deans, Head of departments, Quality assurance directorate
<i>Increasing Number of Undergraduate Programmes starting from 2016/2017</i>	Launch new marketable academic programmes in order to produce students with intellectual and professional skills needed by the labour market	New marketable academic programs are launched						DVCAA
	Introduce evening programmes for business and education courses							DVCAA

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Starting from 2016/17							
	Increase budget for advertisement in order to attract more students to join SAUT							DVCAF, Planning officer, Bursar
<i>Increasing number of diploma and certificate programs starting from 2015/2016</i>	Launch new diploma and certificate programs starting from February 2016	New diploma and certificate courses are launched						DVCAA , Faculty deans
	Advertise the new diploma and certificate programs starting from October 2015	New diploma courses are advertised						PRO
	Use administrative staffs who qualify to teach certificate and diploma courses in order to lower operations costs	Administrative staff are used to teach diploma and certificate courses						HR director, DVCAA
Strategic objective 3. Increased infrastructure, physical facilities and maintenance								
<i>Increasing infrastructure and physical facilities</i>	Construct more hostels and improve the existing hostels to generate more revenues and	More hostels are constructed Existing hostels are renovated						Estate Manager, Chief planning officer, DVCAF

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Create conducive learning environment for students.							
	Develop infrastructure at the newly acquired plots at Isamilo Hill, Luchelele, Igombe (Mwanza), Vikindu (Dar es Salaam), Mtwara and the Igonga Farm in Sengerema starting from 2015/2016	Infrastructures are developed at SAUT plots						VC, DVCAF, Chief planning officer
	Establish partnership between Tanesco , SAUT and Local government to establish a system in which the available electricity generator can be utilized in its full capacity.	Partnership between SAUT and TANESCO is established. Generator is maximally utilized						VC, DVCAF, Corporate counsel, Chief planning officer
	Improve sound system in large classrooms	Sound systems are improved						DVCAF, Estate manager, ICT department
	Install video conferencing facilities at	Video conferencing is installed						

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Malimbe site to cater for large classes during 2016/7	and utilized						DVCAF, Estate manager, ICT department
<i>Enhancing rehabilitation and maintenance of infrastructure as an ongoing process starting from 2015/16</i>	Maintain the implementation of SAUT Preventive Maintenance Policy	Maintenance policy is formulated						Corporate counsel, Chief Planning officer, Estate manager
	Strengthen the office of Estate Manager	Strong and efficient estate manager's office						VC, DVCAF, Human resources director
<i>Enhancing security of University assets and the community as an ongoing process</i>	Teach the university community to be security conscious	Trainings on security issues						Estate manager
	Train university community on how to use fire extinguishers each year during the orientation week for new students and in every July for staff	Trainings on fire extinguishers						Estate manager
	Put in to use the mechanism for controlling movement of university movable assets within and outside the	University assets are properly maintained						Estate manager

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	University as an ongoing exercise starting from 2015/16							
	Maintain and update inventory of all university assets	Inventory records for university assets						Stores/purchasing officer
<i>Improving environmental prospects</i>	Improve and implement the University Survey Master Plan as a continuous process beginning from 2015/2016	Reviewed University master Plan						Chief planning Officer
	Establish a modern and reliable system for disposal of solid and liquid waste by 2017/2018	Waste disposal system is in place						DVCAF, Chief planning officer, Estate manager
	Improve car parking areas at Malimbe during 2015/2016	Car parking arrangements in place						Estate manager
	Improve and maintain flower gardens to beautify the surroundings starting from 2015/2016	Flower gardens are improved						Estate manager
Strategic objective 4. Improved system of ensuring quality and relevance of teaching and learning								

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Improving Teaching and Learning as a continuous process starting from 2015/2016</i>	Forbid the use of Kiswahili in lectures and insist on the use of English as the only media of communication in the university	Kiswahili is not used during lectures						DVCAA and all academic staff
	Promote and encourage the use of case studies during lectures	Case studies are used in teaching						DVCAA, Academic staff
	Encourage lecturers to prepare manuals for the courses they are teaching	Teaching manuals are prepared						DVCAA, Academic staff
	Strengthen the bookshop and encourage students to buy books/manuals	A modern bookshop is established						DVCAA, HOD marketing
	Encourage the use of power points /projections	Power points projections are used						DVCAA, Academic staff
	Review and adopt curricular that can prepare students who are cross-culturally competent and for work requiring international	More practical and realistic curriculars are developed and implement						DVCAA, Academic staff

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Exposure							
	Strengthen Practical/ Field Training by requiring students to submit field report as part of coursework starting from 2015/2016	Students submit field report as part of coursework						DVCAA. Faculty deans, Heads of department
<i>Improving Teaching and Learning Resource</i>	Solicit partners who can help the university improve its library facilities by increasing the number of up to date books	Up to date books are available in library						Director of MLRC
	Subscribe to reputable online academic journals to enable students to access up to date information	Access to reputable online academic journals						Director of MLRC
	Increase inventory of PCs for students to attain a ratio of 1 PC to 5 students by 2019/2020	PC ratio of 1PC to 5 students is attained						VC, DVCAF, DVCAA, Chief planning officer, ICT department
<i>Improving the Content of Academic Programmes</i>	Review and update curriculum in every three years	Updated curriculum						DVCAA, Faculty dean, Heads of departments

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Conduct program monitoring and evaluation every year							
<i>Improving Academic Quality on a continuous basis starting from 2015/2016</i>	Strengthen the coordinating office for Internal Quality Assurance during 2015/2016	Strong quality assurance office						VC
	Review and update SAUT Academic Audit Report during 2015/2016	Updated academic audit report						DVCAA
	Introduce measures to control and improve continuous assessment starting from 2015/2016	Improved continuous assessment						DVCAA
Strategic objective 5: Improved quality and quantity of research and publication								
<i>Emphasize the implementation of Research Policy and Procedures as from 2015/2016</i>	Review the research policy and create its awareness among academic members of staff by October 2015	Reviewed research policy						Director of research and postgraduate studies
	Each department to launch reputable academic journal	Reputable academic journals for each						DVCAA, HODs

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	By January 2016	department						
<i>Decentralize the Administration of Research and Publications to the Faculty/Departmental Levels starting from 2017/2018</i>	Establish a Research Committee at the Faculty/Departmental level by June 2016	Research committees are realized						Heads of departments, Faculty deans
	Appoint Faculty/Departmental Co-ordinator of Research and Publications by June 2016	Research coordinators are appointed						VC, DVCAA
	Faculty/Departmental Research and Publications Committee to meet after every three months	Meetings for research committees						Research committees
	Submit regular reports to the university research and publication committee in every year	Regular research reports are submitted						Research committees
<i>Improving Research Skills of Academic Staff as an ongoing process starting from 2015/16</i>	Introduce a compulsory research methodology training for all junior academic staff in September	Research methodology trainings are conducted						Director of Research and Postgraduate studies

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	each year starting in 2016/17							
	Encourage collaborative research within various disciplines starting from 2016/17	Collaborative researches are conducted						Director of research and Postgraduate studies
	Require senior staff to work together with Junior Staff in research activities, as part of the training	Collaborative researches between senior and junior staff are realized						Director of research and postgraduate studies
	Encourage participation in Departmental/Faculty seminars and public lectures	Academic staff participate in public lectures and seminars						DVCAA
	Encourage academic staff to attend research seminars and workshops	Academic staff attend academic seminars and workshops						DVCAA, Director of research and postgraduate studies
<i>Increase Research Funds Budgetary allocation and mobilization starting from 2015/16</i>	Require annual plans and budgets to be prepared by faculties and Departments by March each year starting from 2015/2016	Departments prepare annual plans and budgets for research						Heads of departments

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Increase budgetary allocation for research activities yearly	Increased budget allocation for research						Director of research and postgraduate studies, DVCAF
	Solicit funds for research activities from various sources	Research funds are solicited						Director of research and postgraduate studies
	Actively seek research funding from the government	Government research funds are secured						Director of research and postgraduate studies
	Solicit donor funds to support research projects as an ongoing process starting from 2015/2016	Donor research funds are secured						Director of research and postgraduate studies
<i>Increasing the productivity and quality of research and publications starting from 2015/2016</i>	Faculties / Departments to be required to prepare annual research work plans beginning from 2015/2016.	Annual research plans are formulated						Heads of departments
	Institute a regular forum for progress review of research and publications	Research forums are organized						Director of research and postgraduate studies
	Establish a monitoring and evaluation system	M&E system is established						Director of research and postgraduate studies

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	For the quality and productivity of research							
	Identify publishable dissertations and assist in making arrangements to publish them	Publishable dissertations are published						Director of research and postgraduate studies
	Provide for a space in the library for the collection of Theses and Dissertations	A special place for thesis collection in the library						Director of MLRC
<i>Cultivating the Culture of Conducting Research</i>	Require each academic staff to present a research based colloquium at least once in two years starting from 2015/16	Academic staff present research						DVCAA, Director of research and postgraduate studies
	Establish performance – based remuneration for quality research	Quality researches are rewarded						DVCAA, DVCAF, Director of research and postgraduate studies
	Introduce best research award by September 2016	Research awards in every academic year						Director of research and postgraduate studies DVCAA
Strategic objective 6: Improved consultancy services								
<i>Establish a consultancy unit</i>	Review and implement a	Reviewed & implemented						Corporate counsel, Chief Planning Officer

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>by November 2015</i>	Consultancy policy by October 2015	Consultancy policy						
	Establish a dedicated consultancy office responsible for coordination of all consultancy affairs by October 2015	Consultancy office						VC
	Appoint a head of consultancy unit by October 2015	Head of consultancy Unit is appointed						VC
<i>Strengthening Collaboration with Public and private partners starting from 2015/2016</i>	Invite government officials and businessmen and women and church dignitaries to visit SAUT for familiarization starting from 2015/2016	Collaborations with public and private organizations						VC, DVCAA, DVCAF, Chief Planning Officer
	Strengthen and expand outreach community services, to reach out a wider segment of Tanzanian Society	Outreach programs are conducted						VC, Development officer
<i>Monitor the Productivity and Quality of Consultancies</i>	Establish a monitoring and control mechanism of consultancy by	M&E mechanism						Head of consultancy unit

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>and services</i>	requiring staff to give progress and financial reports in order to satisfy both clients and university authorities.							
Strategic objective 7: Improved library services								
<i>Sophisticate library information system by September 2017</i>	Solicit funds to modernize the Library services and Security in line with SAUT's ICT Master Plan	Funds for modernizing library are secured						Director of MLRC, Development officer
	Install a modern electronic Library Information System by January 2017	Electronic library information system						Director MLRC, ICT department
	Install and maintain a digital expanded library during 2015/2016	Digital expanded library						Director MLRC, ICT department
	Provide more PCs to enable users to have greater access to electronic materials	More PCs are available						Director MLRC, ICT department
	Train staff and students in library information retrieval using ICT	Staff and Students are trained						Director MLRC, ICT department

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Improving Library Resources as ongoing process starting from 2015/2016</i>	Require Departments to submit annually their text and reference books, Journals/Periodicals requisitions to the Library Committee by March each year for budgetary purposes starting from September 2015	Text and reference books are submitted by departments to the library						Heads of Departments
	Make a follow up on budgetary allocations for purchase of books, Journals/ Periodicals once the budget has been approved	Budgetary allocations for purchase of text books are implemented						Director of MLRC
<i>Increasing number and Quality of Human Resources in the Library by 2015/2016</i>	Recruit more qualified librarians starting from 2015/2016	Enough qualified librarians						VC, Director of MLRC
	Train the current staff to acquire Library skills beginning from 2015/2016	Trained/ qualified librarians						VC, Director of MLRC
Strategic objective 8: Improved information and communication technology practices at all level								

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Encourage the use of ICT in all departments</i>	All departmental offices to have access to internet	All department offices can access internet						ICT department
	All departmental offices to be connected to intranet	All department offices can access internet						ICT department
<i>Design and maintain an online registration system by December 2015</i>	ICT department in collaboration with library and admission office to design an online registration system							Admissions officer, Brsar, ICT department
	Train students and academic members of staff on how to use online registration system							ICT department
<i>Design an online system for sharing of academic materials by August 2016</i>	The ICT office in collaboration with library and academic office to design an online academic sharing system	Online academic sharing system						DVCAA, Director of MLRC, ICT department
	Train students and academic members of staff to on how to use academic sharing system	Staff and students are able to use online academic sharing system						ICT department
Strategic Objective 9: Improved human resource quality and staff retention								

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Establishing Optimal Academic staffing Levels</i>	Use the outcome of the workload study to establish optimal staffing levels for each course offered by the University starting from the Academic year 2015/2016	Optimal academic staff level						VC, DVCAA, Director of Human Resources
	Review and update yearly optimal staffing (policy) levels to match with the increase/decrease in number of students and courses starting from 2015/2016 academic year	Updated optimal staffing policy						Director of Human Resources, Legal officer
<i>Reviewing Current Human Resources Management Policies during 2015/16</i>	Make available to Faculties and Departments the current Human Resources Management Policies	Departments are aware of Human resources management policies						Director of Human Resources Management.
	Invite comments from Faculties and Departments for	Comments are received						Director of Human Resources Management

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Submission to the management board.							
<i>Enhancing Staff Remuneration, Motivation and Retention as an ongoing process starting from 2015/16</i>	Continue working toward ensuring that SAUT salaries are comparable to those obtaining in Public and Private Universities in Tanzania starting from 2015/2016	Competitive salary scheme						VC, DVCAF, Human Resources Director
	Continuously improve the general working environment as an ongoing process starting from 2015/2016	Improved and attractive working environment						DVCAF, Human Resources Director
	Institute and implement the practice of meeting with staff at least twice a year by the Top Management starting from 2015/2016	At least two meetings per year between staff and top management						VC, DVCAF, Human Resources Director
	Provide staff with adequate working tools starting from 2015/2016	Adequate working tools are available						DVCAF, Human Resources Director

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Implement the Open Performance Review and Appraisal System (OPRAS) by September each year	OPRAS is implemented each year						Director of Quality assurance, Heads of departments, all staff
	Institute a mechanism/policy of recognizing and/or awarding excellent performers starting from September 2015	Awards /recognition to the best performers						VC, DVCAF, Human Resources Director
<i>Enhancing Staff Training and Development as an ongoing process starting from 2015/2016</i>	Establish a short and long-term plans for staff training based on well assessed manpower needs by November 2015	Plans for staff training						VC, DVCAF, Human Resources Director
	Increase number of Phd programmes in order to train staff internally starting from 2016/2017	New PHD programs						DVCAA, Director of research and postgraduate studies
	Establish link agreements with various Universities for staff	Links/agreement for staff training						VC, DVCAF, Human Resources Director

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	training component starting from 2015/2016							
	Look for opportunities and encourage members of staff to attend conferences and seminars hosted by other Universities starting from 2015/2016	Staff attends international academic conferences						DVCAA, Heads of departments, Faculty deans
	Regularly run courses/workshops designed to enhance professional skills of staff during long vacations starting from September 2015	At least two workshop per year						VC, DVCAF, DVCAA, Human Resources Director
Strategic Objective 10: Improved handling of students affairs								
<i>Expanding Accommodation Facilities for Students Starting from 2015/2016</i>	Solicit donors for the construction of more students' hostels	Donors agreements						VC, DVCAF, Chief planning officer
	Solicit local companies/Financial Institutions to	Agreements with Local companies						VC, DVCAF, Chief planning officer

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	build students hostel on the basis of Build, Operate and Transfer (BOT)							
	Implement the Board of Trustees directive to establish a Unit for the Administration of Students' Hostels	A unit for administration of students hostels is established						VC, DVCAF
<i>Providing more Recreation Facilities during 2015/2016</i>	Improve/construct football, basketball, netball and volleyball grounds at Malimbe starting 2015/2016	New grounds						Estate Manager, Director of sports
	Provide facilities for indoor games by 2020	Facilities for indoor games						Estate Manager, Director of sports
	Encourage both Staff and Students to Participate in Sports	Staff/students participation in sports activities						Estate Manager, Director of sports
<i>Improving counseling services to Students as an ongoing process starting from</i>	Work out a timetable and publicize it to students when counseling services can be provided	Counseling timetable						Deans of students

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
2015/2016	starting from 2015/2016							
	Students through their SAUTSO Government to develop a plan of engaging students in activities aimed at character building starting from 2015/2016	SAUTSO character building plan						SAUTSO
	Encourage peer counseling among students as an ongoing process starting from 2015/2016	Peer counseling among students						Deans of students
<i>Improving Communication between Management and students as an ongoing process starting from 2015/2016</i>	Vice Chancellor to meet with students at least twice a year according to the University Almanac	At least two meetings between vice chancellor and students						VC , SAUTSO
	Establish a University Newsletter to appear at least once a semester starting from 2015/2016	At least one newsletter per semester						PRO

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Have a well planned orientation programme for the new Students starting from September, 2015	Well planned orientation program						PRO, Admissions officer
	Provide yearly students By-Laws to new students and SAUTSO Constitution should be available to students Leaders by October each year	Up-to-date students bylaws						PRO, Legal officer
	The University Prospectus should be published yearly and made available free to new students and continuing students at affordable cost by October each year	University prospectus is published yearly						PRO
<i>Providing Prize awards to best performing students starting from 2015/16</i>	Encourage departments to approach local and international potential donors	Prizes/awards for best performing students						VC, DVCAA, Faculty deans,

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Who can provide award in kind and cash							
	Increase the amount provided as prizes by the University by November 2015	Improved prizes/awards						VC
Strategic objective 11: Improved gender balance and mainstreaming								
<i>Addressing Root causes of Gender Imbalance</i>	Study and address the causes of low gender balance and mainstreaming at all levels of SAUT during 2015/2016	Reasons for low gender mainstreaming are identified						Director of Human resources, Admissions officer
	Set up and improve counseling services for gender based psychological pressure for both students and staff during 2015/2016	Counseling services for gender based psychological pressure						Deans of students
	Sensitize academic staff for familiarity with gender issues by July 2015/2016	Academic staff are familiarized with gender issues						DVCAA
<i>Reviewing admission and employment policies to address gender</i>	Admission office to design policy which addresses gender issues based on merits	Gender mainstreaming policy						Admissions officer

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Issues.</i>	Human resources office to design policy which addresses gender issues	Gender issues are addressed in human resources policies						Director of Human resources
Strategic Objective 12: Improved health services and HIV awareness prevention and control								
<i>Improving Health Services Delivery as an ongoing process starting from 2015/2016</i>	Improving the staffing of the university dispensary during 2015/16	Improved dispensary staffing						VC, DVCAF, Chief planning officer, Dispensary in charge
	Elevate University Dispensary to a Health Centre by June 2017	Full health center						VC, DVCAF, Chief planning officer, Dispensary in charge
	Improve the available health laboratory facilities during 2015/16	Improved health laboratory facilities						VC, DVCAF, Chief planning officer, Doctor in charge
<i>Intensifying SAUT response to HIV/AIDS as an ongoing process starting from 2015/2016</i>	Provide preventive services to staff and students as an ongoing activity starting from 2015/2016	HIV preventive services are available staff and students						Doctor in charge
	Set up awareness campaigns on HIV/AIDS pandemic	HIV awareness campaigns are conducted						Doctor in charge
	Establish and implement counseling	HIV counsel programs						Doctor in charge

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	programmes on HIV/AIDS							
	Involve specialist doctors from Bugando Medical Centre and Weill-Bugando University College of Health Sciences	HIV Experts are involved						Doctor in charge
	Work out SAUT Policy on HIV/AIDS	SAUT HIV prevention policy						Doctor in charge
Strategic Objective 13: Improved Marketing , Public relations and linkages starting from 2015/16								
<i>Strengthen the Existing Links starting from 2014/15</i>	The University Management Board to review regularly the existing link agreements with a view to improving the relations	Reviewed links agreements						VC
	Work out the mechanism of monitoring links	A mechanism of monitoring links						VC
<i>Establish more links with Local Universities and International Universities starting from 2015/2016</i>	Establish bilateral links with local higher learning institutions	Established links with higher learning institutions						VC, DVCAF, DVCAA, Chief planning officer
	Encourage each Department to establish at least one link with a	Interdepartmental links with other universities						DVCAA, Faculty deans, Heads of departments

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	reputable international University							
<i>Host an International Conference in every year</i>	Choose a theme in one area of our specializations	One theme per academic year						DVCAA, Director of postgraduate studies
	Invite paper contributions from SAUT staff and from other institutions both local and international	Contributions from other universities are received						DVCAA, Director of postgraduate studies
	Work out the budget by September every year	Conference budget is ready by every September						DVCAA, Director of postgraduate studies
	Solicit funding from donors during the preceding academic year	Donor funds are solicited						DVCAA, Director of postgraduate studies
	Form an organizing committee by December 2015	Organizing committee is ready						DVCAA
	Fix date for the conference	Date is fixed						Organizing committee
	Receive delegates	Delegates received						Organizing committee
	Publish the proceedings in three months after	Conference proceedings are published						Organizing committee

	the conference							
Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Strengthening Marketing Activities as an ongoing process starting from 2015/2016</i>	Maintain an up to date University Website	Up to date university website						ICT department
	Strengthen and market SAUT Dar es Salaam Centre	Dar center is strengthened						VC,DVCAF, DVCAA,PRO, Coordinator of Dar Center
	Market SAUT Undergraduate and Postgraduate programmes as a central part of the annual marketing plans	Marketing plane is ready						Chief planning officer and PRO
	Make effective use of the news media to promote SAUT							
	Make effective use of donors and link agreement to promote SAUT by providing them with current information about SAUT	Effective use of links agreements for marketing uses						PRO
	Use effectively Regional contacts to promote SAUT programmes in East Central and Africa in general	Effective utilization of regional contacts						PRO

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
<i>Organize visits to Lake Zone Secondary Schools to Promote SAUT's Academic Programmes</i>	Make budgetary provision starting from 2015/2016 for visiting secondary schools	Budget for visiting secondary schools						Admissions officer
	Prepare and send attractive brochures to secondary schools	Attractive brochures						PRO
	Request parishes and other catholic institutions to promote SAUT	Parishes promotes SAUT						Admissions officer, PRO, Chaplain
	Use students to publicize SAUT during teaching practice	Students publicize SAUT						PRO, SAUTSO
Strategic objective 14: Increased funding and financial stability								
<i>Mobilize Local and International Grants, Donations and Scholarships starting from 2015/2016</i>	Strengthen SAUT – USA Fundraising office	Strong SAUT fundraising office						VC
	Search out potential donors starting from 2015/16	Links/agreement with potential donors						Fundraising officer
	Prepare professionally and well written proposals	Viable project proposals						Chief planning officer
	Solicit donor	Solicited funds						VC, DVCAF, Fundraising

	funding for	for						officer
Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	Infrastructures	infrastructures						
	Prepare and implement out a Fundraising Policy by July 2015	Fundraising policy						Corporate counsel, Chief planning officer
<i>Search for viable Income Generating Projects starting from 2015</i>	Planning and development office to search for viable income generating projects	Identified income generating projects						Chief planning officer, Development officer
	Consultancy unit to help faculties/department to come up with viable income generating projects	Departmental income generating projects						Heads of department, Head of consultancy unit
	Solicit funds for implementing the projects	Solicited funds						Heads of department, Head of consultancy unit
<i>Strengthening investment in the farm starting from 2015/2016</i>	Engage an expert to do feasibility studies on the appropriate crops to be grown during 2015/2016	Engagements with farming experts						DVCAF, Chief planning office, Legal officer, Farm manager
	Recruit a qualified farm Manager during 2015/2016	Qualified farm manager						DVCAF, Human resources director
	Make budgetary provision for the	Farm budget						DVCAF, Farm manager

	running of the farm							
Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	during 2015/16							
<i>Revive Efforts to establish the Alumni Association during 2015/2016</i>	Reconvene a meeting of the alumni based here in Mwanza City during 2015/2016	Established contacts with the alumni						PRO
	Prepare the Alumni Constitution during 2015/2016	Alumni constitution						PRO
	Submit the Constitution to the Council Meeting in August, 2016 for approval							VC
	Make contacts with the Alumni in other countries of the AMECEA during 2015/2016	Established contacts with the alumni						PRO
<i>Introduce efficient and Timely Collection of Students Fees starting from 2015/2016</i>	Put in place a proper recording system of the payments made by students	Proper fees payments recording system						ICT department
	Establish a link between online registration system and the account office such that, online registration	Link between online registration system and accounts office						ICT department

Strategies	Activities	Targets	TIMING					Responsibility
			2015/16	2016/17	2017/18	2018/19	2019/20	
	cannot be done without paying fees							
	Improve customer care services within the accounts office	Improved customer care						Bursar