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## Acronyms

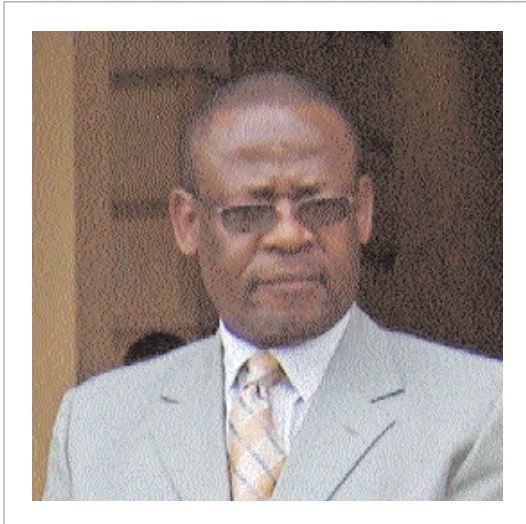
AGOA	Africa Growth and Opportunities Act
AIDS	Acquired Immune Deficiency Syndrome
CHE	Council for Higher Education
CTL	Centre for Teaching and Learning
DSA	Dean of Student Affairs
DWM	Director of Works and Maintenance
FPE	Free Primary Education
GoL	Government of Lesotho
HIV	Human Immunodeficiency Virus
LAC	Lesotho Agricultural College
LCE	Lesotho College of Education
LHWP	Lesotho Highlands Water Project
LP	Lerotholi Polytechnic
MOET	Ministry of Education and Training
NEPAD	New Partnership for Africa's Development
NUL	National University of Lesotho
PVC	Pro-Vice-Chancellor
RCB	Research Capacity Building Plan
RTM	Research Training and Mentorship
SADC	Southern Africa Development Community
SAP	Structural Adjustment Programme
SME	Small and Medium Scale Enterprises
SPSG	Strategic Planning Steering Group
UBBS	University of Basutoland, Bechuanaland Protectorate and Swaziland
UBLS	University of Botswana, Lesotho and Swaziland



## National University of Lesotho

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## Preface



*Chairman of the University Council,  
Mr. Ramosehlana Mapetla*

For any organisation to develop and prosper, it must plan for the future, while reflecting on its achievements and shortcomings. Such an approach ensures that it is able to build on its achievements and develop strategies that effectively tackle its shortcomings as well as grapple with emerging issues. It is against this background that the University Council welcomes the development of a new Strategic Plan. [for the National University of Lesotho for the period 2007-2012 .

I am confident that the Plan will provide the University with a framework for systematic and effective developments and training of high level manpower and the development of an academic agenda relevant to the needs of the country and the region.

NUL itself was established in 1975, but it has a proud history dating back to its days in 1945 as Pius XII College. Since its establishment, NUL has made significant contributions to the supply of highly

skilled manpower in various fields to the country and the region. Its faculties are making impressive contributions to national development in areas such as Law, Education, Humanities, Social Sciences, Science and Technology and lately in Agriculture and Health Sciences.

The achievements of NUL have not been without challenges, the most critical one being financial; weak institutional arrangements for coordinating the efforts of various departments; and the existence of some programmes which do not appear to be responsive or relevant to the needs of the nation. There are also challenges in understanding the need to manage the university as a business that is self-sustaining rather than only with a traditional approach to the design and delivery of its programmes. It is clear that addressing these challenges will require the concerted efforts of all stakeholders. However, I know that these changes will test and conflict with some deeply entrenched views and practices, especially when seen in the context of responding to Lesotho's Vision 2020 and the contributions that NUL can make to achieving that Vision.

I wish to take this opportunity to thank all those who participated in this very important strategic planning exercise including, in particular, the Ministry of Education, and to express the hope that the members of NUL and those in the entire Education Sector will join forces in implementing the activities set out in this Plan.

Thank you

**Mr Ramosehlana Mapetla**  
*University Council Chairman*

## Foreword

All over the world, tertiary institutions are shifting from purely oversight functions of their traditional roles to a more strategic planning and direction of their affairs. At NUL, the tradition of having five-year development plans written by small task teams goes back to the mid-1970s.

The process of formulating the present Strategic Plan (2007-2012) required wide and intensive consultation with various internal and external stakeholders of the University in order to ensure that the Plan reflects both institutional and national aspirations as well as being inclusive and transparent. However, strategic planning, as experts warn, should not be perceived as the 'be all and end all' of institutional transformation. As they say, 'the devil is in the detail', especially as we follow-up with implementation and monitoring of the plan. Regardless, the fact that we have this Strategic Plan at all is itself a significant milestone for NUL. I therefore wish to express my gratitude to all those who contributed towards the development of this Plan.

I would, in particular, like to 'name names' and express my profound gratitude to the authorities at the Lesotho Ministry of Education and Training whose foresight led to the request for Technical Assistance from the Commonwealth Secretariat even before I assumed office. I would also like to thank the Commonwealth Secretariat team of Mrs Janet Katyola, Ms Lorraine Howe, and the technical consultant team of Messrs Justin Nyondo and David Parry; members of the Strategic Planning Group, namely Mr R. Mapetla, Chairman of Council and Convenor, Council Task Group; Prof. E.M. Sebatane, Pro-Vice Chancellor and Convenor, Academic Planning Task Group; Dr S. Motlomelo, Convenor, Academic Management Task Group; Ms M. Mphuthing, Registrar and Convenor, Administrative and Resources Task Group; Mrs M. Tambwe, Convenor, Support Services Task Group; Mr P. Chesa, SRC President and Convenor, Student Task Group; Ms N. Kokome, Principal Secretary and Convenor, Education Sector Task Group; and Mrs K. Mopethe, Convenor, External Stakeholders Task Group; and



*The Vice Chancellor,  
Professor Adelani Ogunrinade*

members of the various Task Groups (whose names appear in the Appendix), for their contributions. The Strategic Plan Secretariat comprising of Mrs Peko, Mrs Mohale, Mrs Lephoto, Mrs Phumo, Ms Koatsa, Mr Tšiu (former Acting Public Affairs Director) and Ms Mohapi ensured prompt delivery of logistics and communication materials.

Teamwork was paramount in ensuring that progress was made, given the time and resource constraints, and it is clear that teamwork will be key in translating the aspirations contained in this Plan into reality.

It is my sincere hope that the aspirations reflected in this Plan will serve as a roadmap that will help the University to realise its vision to be a leading African university responsive to national socio-economic needs, committed to high quality teaching, lifelong learning, research and service, leading to the building of an institution respected regionally and internationally.

**Prof Adelani Ogunrinade**  
*Vice-Chancellor, National University of Lesotho*  
August 31, 2007

## NUL Management Team



*Prof. E M Sebefane  
Pro Vice-Chancellor*



*Mrs M Mphuthing  
Registrar*



*Mr J Sekoere  
Bursar*



*Dr. Moshoeshe  
Chadzingwa - Librarian*



*Mrs M Morojele  
Dean, Student Affairs*

## Executive Summary

### **Vision**

NUL's vision is to be a leading African University responsive to national socio-economic needs, committed to high quality teaching, life-long learning, research and community service, respected nationally and internationally.

### **Mission**

NUL's mission is to promote national advancement through innovative teaching, learning, research and professional services, producing high calibre and responsible graduates able to serve their communities with diligence.

### **Values**

Staff and students of NUL shall demonstrate a commitment to honesty, integrity, professionalism, excellent customer care, respect, tolerance, transparency and accountability in their dealings with colleagues and others. They shall be innovative, resourceful, collaborative, cherishing academic freedom and always striving for excellence.

## A brief history of the National University of Lesotho



The origins of NUL can be traced back to 1945 when the Pius XII University College was founded by the Roman Catholic hierarchy of Southern Africa in Roma, some 35 kilometres south-east of Maseru. In 1954 the College entered into a formal agreement with the University of South Africa (UNISA) whereby the College was granted Associate College status by UNISA. By 1959 the College had 171 students, most of whom were from outside what was then Basutoland. In January 1964, Pius XII University College was replaced by the independent, non-denominational University of Basutoland, Bechuanaland Protectorate and Swaziland (UBBS) with a single charter granted by Queen Elizabeth II and designed to meet the human resource training needs of those three countries in preparation for their independent statehoods.

In line with the names chosen after the independence of two of the countries in 1966, UBBS became the University of Botswana, Lesotho and Swaziland (UBLS), the first of whose degrees were conferred in 1967. The decision to establish the National University of Lesotho on the Roma campus was taken in October 1975 by the Lesotho Interim National Assembly through Act No 13 of 1975. NUL occupies the same site, grounds, and buildings in Lesotho as its immediate predecessor, UBLS, and has expanded significantly since 1975.

Today, NUL is a growing institution located on approximately 100 hectares of land with an estimated population of 12,000 staff, students and dependents. Additional sites have been acquired in Maseru and other parts of the country (e.g. Mahobong, Mohale's Hoek and Thaba-Tseka) as centres of the University's Institute of Extra-Mural Studies.

### **NUL's Governance, Academic and Management Structure**

The University's legal status is enshrined in the National University of Lesotho Order (1992) and Act 2 of 2002 as amended. This Order estab-

lished a Council which is responsible for the overall direction of the affairs of the University including, inter alia, the establishment and abolition of any academic post; the appointment of the Vice-Chancellor, Pro-Vice-Chancellor, Registrar, Bursar and Librarian; the establishment and abolition of faculties, institutes and administrative units; the approval of the Constitution of the Students Union; and the establishment of Council and joint Council/Senate committees. The Council currently has 27 members. The University Registrar acts as the Council Secretary.

The University Management team presently consists of the Vice-Chancellor, the Pro-Vice Chancellor, the Registrar, the Bursar, the Librarian and the Dean of Student Affairs.

The University has seven faculties, each headed by a dean, and three institutes, each headed by a director, as indicated below.

- Faculty of Agriculture
- Faculty of Education
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science and Technology
- Faculty of Social Sciences
- Institute of Education
- Institute of Extra-Mural Studies
- Institute of South African Studies

The faculties and institutes are responsible to Senate, the supreme academic body of the University. The Senate sets the policy framework on academic matters and is chaired by the Vice-Chancellor. It includes in its membership the Pro-Vice-Chancellor, the Librarian, all deans, all heads of departments (currently 27), professors of the University who are not deans or departmental heads, the President of the Student Representative Council, all institute directors, the Director of Consulting, the Dean of Student Affairs, two representatives of Congregation and the Registrar presently numbering 51.

## Programmes of Study

The University currently offers five undergraduate certificate programmes; six undergraduate diplomas; twelve first degrees; four honours degrees; one postgraduate diploma; nine masters degrees; and the degree of Doctor of Philosophy. Below, is a table that summarises the programme offering at NUL

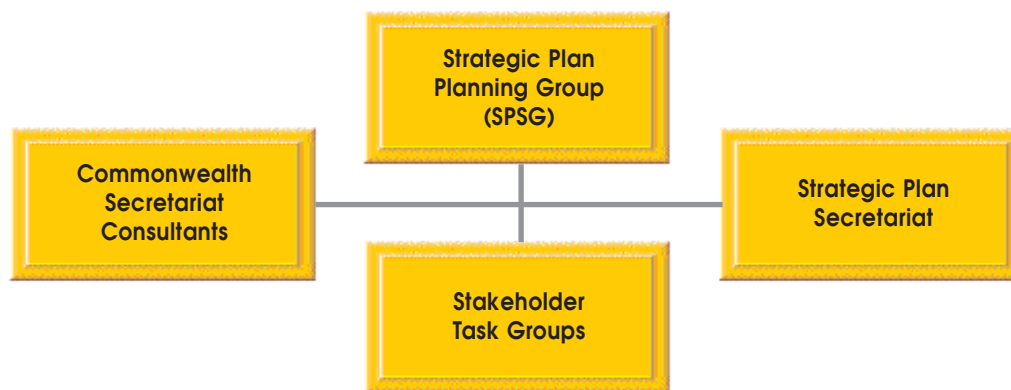
Faculty	Departments	Programmes offered
Faculty of Agriculture	Agricultural Economics and Extension Animal Science Crop Science Soil Science and Resource Conservation	Diploma in Animal Health and Production, B.Sc. (Agric), B.Sc. (Home Economics) M.Sc. (Agricultural Economics), M.Sc.(Animal Science), M.Sc.(Crop Science), M.Sc. (Soil Science)
Faculty of Education	Educational Foundations Languages and Social Education Science Education	Diploma in Science Education, Higher Education Diploma, Diploma in Agric Education, Bachelor of Education Primary B.Sc Ed, B.Ed, P.G.D.E, M.Ed, M.A. Ed, Ph.D
Faculty of Health Sciences	Nursing Pharmacy and Nutrition	Bachelor of Nursing Science (in Community Health Nursing) Advanced Medical-Surgical Nursing Primary Health Care Bachelor of Science in Nutrition Bachelor of Science in Environmental Health Bachelor of Pharmacy
Faculty of Humanities	Development Studies English French Historical Studies Philosophy Theology and Religious Studies	Diploma in Pastoral Care and Counselling, Diploma in Applied Philosophy and Public Ethics B.A.(Humanities), B.A.(Honours) in English Language and Linguistics M.A. in English Language Linguistics Ph.D. in English Language and Linguistics
Faculty of Law	Private Law Procedural and Adjectival Law Public Law	Bachelor of Laws(LL.B) - 2,3 and 5 year programmes Master of Laws(LL.M)
Faculty of Science and Technology	Biology Chemistry and Chemical Technology Geography and Environmental Studies Mathematics and Computer Science Physics and Electronics	B.Eng in Computer Systems and Networks B.Eng in Electronics Bachelor of Chemical Technology B.Sc. in Electronics B.Sc in Information Systems B.Sc in Computer Science B.Sc in Statistics B.Sc. in Biotechnology B.Sc in Environmental Science Postgraduate Diploma in Information Systems, Master of Science in Physical Geography
Faculty of Social Sciences	Business Administration Economics Political and Administrative Studies Social Anthropology/Sociology Statistics and Demography  M.Sc (Social Work)	Bachelor of Arts Degree(B.A), Bachelor of Commerce(B.Comm), Postgraduate Diploma in Economics, Postgraduate Diploma in Human Resources Management M.Sc.(Economics), M.Sc.(Sociology),
Institute of Extra Mural Studies	Adult Education Business Management and Development Non-Formal and Continuing Education Research, Evaluation and Media	Diploma in Adult Education, B. Ed in Adult Education, Diploma in Business Studies Diploma in Mass Communication

# The Strategic Planning Process



The development of a Strategic Plan for NUL followed a highly participatory process agreed between key stakeholders at the onset of the exercise. The process provided for the establishment of a framework that ensured that NUL was in the driving seat of developing the Strategic Plan supported by consultants from the Commonwealth Secretariat. To this end, a structure was agreed that provided for the management of the planning process. The structure is depicted below at Figure 1. Members of the various task groups and the Strategic Plan Steering Group are listed in Appendix 1.

**Figure 1**



## Strategic Planning Groups

Overseeing the development of the Strategic Plan was the Strategic Planning Steering Group (SPSG) chaired by the Vice-Chancellor of NUL. This Group was responsible, among other things, for deciding who and how different stakeholders from within and beyond the University would participate in the development of the Plan. The SPSG was supported technically by consultants from the Commonwealth Secretariat and logistically by a Secretariat consisting of NUL staff. This support included the organization of relevant literature and data to inform the formulation of the Strategic Plan. The list of documents reviewed is attached as Appendix 2.

A wide range of stakeholders from within and outside the University were invited to form Task Teams to provide input into the development of the Plan. The strategic planning process provided for 'manageable bites' to be taken in the development of the Plan in a phased manner. This afforded key stakeholders an opportunity to define the University's vision, clarify its mission and values and identify the key priorities of the University, through the conduct of a situational analysis in a workshop setting. The results of this analysis were considered by the SPSG before being tabled for confirmation at a workshop organized to develop strategic goals, objectives, activities and performance indicators.

Stakeholders provided further input into the emerging Strategic Plan at a Consultative Forum at which detailed consideration was given to a draft Action Plan based on the vision, mission, values and priorities identified earlier. The Plan was finalized and submitted to the University for consideration and onward approval by the University Council.

## Student enrolments: 2006 - 2007

In the academic year 2006-2007, the university enrolled 6724 undergraduate students and 50 postgraduate students on the Roma campus of the University. In addition, 1784 (mainly part-time) students were enrolled on programmes in the Institute of Extra-Mural Studies on the Maseru campus of the University, making a total of 8566 students. Between them the Faculties of Social Sciences (2303) and Education (1463) enrolled just over 56% of all undergraduate students in the University's seven faculties. The remaining 2476 students, 44% of the total, were enrolled in the other five faculties.

**Table 3: A Summary of Student Enrolment Figures 2006/2007**

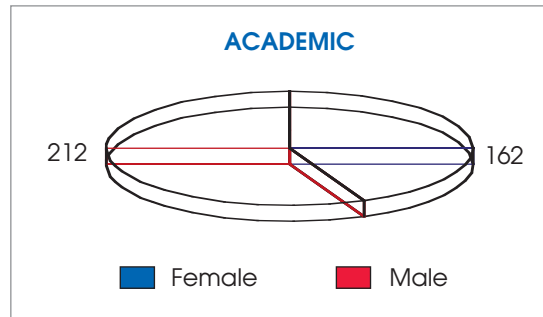
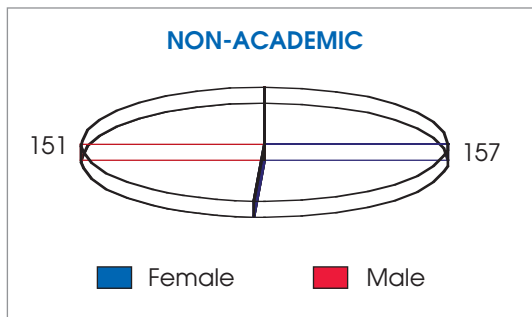
[Undergraduates part-time and full-time]

Faculty	Total Enrolments	%
Agriculture	354	5.26
Education	1 463	21.76
Humanities	732	10.89
Law	621	9.24
Science and Technology	892	13.27
Social Sciences	2 303	34.25
Health Sciences	359	5.34
<b>Total</b>	<b>6 724</b>	<b>100.00</b>
Institute of Extra Mural Studies	1 784	

Source: NUL Senior Statistician

## University staff

There were 374 (162 Female and 212 male) academic staff in 2006/2007 and 308 non-academic staff, (157 female and 151) male in the university. The total staff complement was 682.



*A group of NUL staff during one of the strategic planning sessions*

# NUL SWOT Analysis



## STRENGTHS

- NUL as the sole University in Lesotho with political and financial support from the Government of Lesotho (GOL).
- NUL's diverse and qualified administrative, teaching and research staff.
- NUL students' continued financial support from the National Manpower Development Secretariat.
- NUL's heritage and long history of linkages and partnerships with regional universities.
- NUL's distinguished alumni occupying national and international positions.
- NUL's rural and urban campuses, which allow for wide national reach and accessibility.
- NUL's physical infrastructure and conducive learning environment.

## WEAKNESSES

- Over-dependence on government subvention.
- Inadequate resources - physical, human and financial.
- Poor work ethic and poor financial management
- High staff turn over, inadequate number of mentors - both at academic and administrative levels.
- Poor image of the university and poor service delivery.
- Inadequate administrative policies and poor implementation, poor monitoring and
- irregular review of policies and programmes.
- Low research output.
- Lack of relevance of some academic programmes to national needs.
- Absence of an organised alumni body.

## OPPORTUNITIES

- Continued GOL goodwill and support towards her only national University.
- Greater opportunities for recruitment of staff and students, exchange and partnerships following the SADC protocol, regional economic integration, NEPAD and the benefits of globalisation.
- International goodwill and the favourable donor climate in Lesotho.
- Opportunities for academic revamping, rebuilding and internal reorganisation of the University.
- E-learning and improved distance learning especially using its outreach centres.
- The tourism potential of Lesotho as a favoured destination for the industry.
- Growing small and medium scale enterprises (SME) with potential for graduate entrepreneurship and employment.
- Growing internal demands for Change in University strategic directions.
- Avenues for proactive response by NUL to national initiatives on the United Nations Millennium Development Goals (such as reduction of poverty, control of HIV and AIDS, addressing environmental education, health and nutritional issues etc).

## THREATS

- Competition from local, regional and distance education universities.
- Potential reduction in government's financial support.
- Brain drain and failure to attract and retain highly qualified staff.
- HIV/AIDS and its deleterious effects on students and the workforce.
- Political instability, poor internal governance and friction among staff and students.
- Lack of a national manpower requirement plan and articulated national priorities to which the University can relate.
- Poor economic growth and lack of employment opportunities for NUL graduates.
- Exploitation of the university resources for personal gain by staff.

## Goals and Objectives

### **Strategic Goal 1: Improved access to NUL programmes**

The Strategic Plan envisages a doubling of student numbers by the academic year 2011-2012 in line with national priorities identified in the ESSP and referred to earlier in this document. It does not simply involve an expansion of student numbers but also the development of new programmes offered by open and distance learning through the Institute of Extra Mural Studies (IEMS) and the resuscitation of bridging programmes in Arts and Science for all degrees.

### **Strategic Goal 2: Improved relevance and quality of teaching and learning**

#### *Objectives*

- 2.1 To ensure the relevance of all existing programmes and develop new and relevant programmes at undergraduate and postgraduate levels**
- 2.2 To improve success and completion rates**
- 2.3 To increase the number of marketable graduates by 2012**
- 2.4 To enhance the technological competence of graduates**
- 2.5 To enhance the quality of teaching and learning**
- 2.6 To enrich the student and staff experience at NUL**
- 2.7 To develop the entrepreneurial capacity of students at NUL**



## Goals and Objectives



*NUL academic staff during a graduation ceremony*

### **Goal 3: Improved research and innovation profile**

#### *Objectives*

- 3.1 To build research capacity
- 3.2 To increase the number of postgraduate programmes and students
- 3.3 To increase research output
- 3.4 To increase research income
- 3.5 To develop high quality and impactful research students in the IT lab

### **Strategic Goal 4: Diversified Income Streams**

#### *Objectives*

- To promote self-sufficiency of the University through increased income
- To enhance NUL's capacity to generate funds for its activities

### **Strategic Goal 5: Improved Financial Management**

#### *Objectives*

- To improve cost-effectiveness in University operations
- To Enhance the quality of financial reporting
- To devolve some aspects of financial management to cost centres

## Goals and Objectives

### Strategic Goal 6: Improved governance and management

#### Objectives

- 6.1 To enhance operational and managerial efficiency of NUL
- 6.2 To improve Faculty/Departmental governance
- 6.3 To streamline communication and reporting lines
- 6.4 To restructure academic and management and administrative arrangements
- 6.5 To restructure the NUL committee system
- 6.6 To review the NUL legal framework
- 6.7 To enhance human resource management at NUL

### Strategic Goal 7: Improved Physical and Technological Infrastructure

#### Objectives

- To create a more conducive learning environment
- To implement physical & technological infrastructural master plan
- To upgrade civil, electrical and mechanical infrastructure at NUL
- To upgrade the ICT infrastructure and software



## Goals and Objectives



*The university farm is a classic example of a project aimed at Income Streams diversification*

### **Strategic Goal 8: Strengthened, Local, Regional and International Partnerships**

#### **Objectives**

**To develop partnerships with private, public and international bodies**

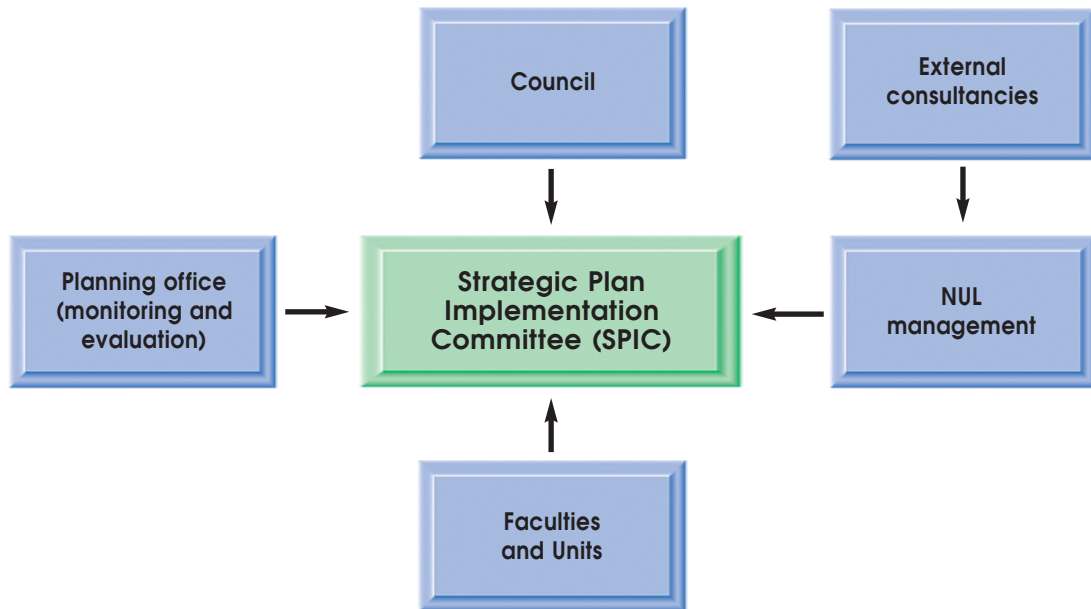
**Expand number of productive partnerships**

**To address critical national issues including the UN Millennium goals**

**To provide community services**

**To provide innovative business solutions**

## Framework for Strategic Plan Implementation



### 9.1 Political Commitment

NUL requires political commitment at the highest level as it seeks to implement its Strategic Plan and associated programmes.

### 9.2 Relevant and Responsive Programmes

For any organisation to survive, its services must remain relevant and responsive to the environment in which it operates. NUL is no exception. It must ensure that its programmes address critical national and regional needs if it is to continue to attract students and funders.

### 9.3 Appropriate Governance and Management

The role of governance and management in providing leadership cannot be overemphasised. For NUL to realise its Vision and achieve its Goals, Council and Senate, as well as the Vice-Chancellor and entire management team will have to play their rightful role. To this end, NUL governance

and management structures will be rationalised to ensure they adequately support the attainment of the University's Vision.

### 9.4 Adequate Financial Resources

Although currently NUL has received significant support from the Government of Lesotho, there is a need to develop a long-term and sustainable funding strategy to enable it to achieve its goals considering the projected 30% funding gap in the ESSP. This is especially critical for funding of scholarships and research programmes.

### 9.5 Capacity

It is imperative for NUL to have the human and organisational capacity to achieve its goals. For this to be realised, NUL needs to put in place a recruitment strategy that is closely tied to the achievement of its mission with appropriate performance-related remuneration arrangements. If NUL is to produce high calibre graduates, it follows that will require skilled and motivated staff to deliver on those expectations.

## Strategic Goal 1: Improved access to NUL programmes

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PERFORMANCE INDICATORS	HUL PERSON(S) RESPONSIBLE
1.1 To increase access to the University by 2012 in line with national targets	Increased student numbers	Double the number of students by 2011/12	New structures for admission processes	2,000 new students/year from 2007/08 intake 18,508 total enrolments by 2011-2012	110% increase in new enrolments by 2012;	PVC & Registrar
	Additional scholarships	Facilitate increased access to student scholarships	Increase the number of student scholarships	Max of 2,000 additional scholarship/year implement SADC quota for international students Increase number of Increase quota for other international students	All new students to receive a scholarship NUL scholarships for high-performing students No. of international Students	PVC and Director of Finance
	Additional lecturers	Appoint new lecturers	Increase the number of lecturers	14 new lecturers to be appointed each year	70 more lecturers by 2012	PVC
	New programme offerings at IEMS	Development of programmes offered by open and distance learning (ODL)	Resources for new programme offerings via ODL	An extra 350 students on ODL programme each year to 2012	Double the number of students on ODL progs by 2012 to 3,500	Director of IEMS and PVC
	Increase number and diversity of programmes	Diversify admission criteria Resuscitate bridging programmes Develop new programme offerings Continue to respond to current programme needs	Other forms of Recognition of Prior Learning New/revised bridging programmes Diversified programme offerings New structures for programme development, implementation and monitoring	Revised admission criteria introduced for 2008-2009 student intake Bridging programmes introduced for 2008-2009 student intake Two new market-driven degree programmes per Faculty and Teaching Institute by 2010 Revised arrangements for programme development, implementation and monitoring introduced during 2007-2008 SADC protocol on education & training implemented with immediate effect	New structures for admission processes Arts and Science bridging programmes for all degrees New degree programmes per Faculty and Teaching Institute Revised arrangements for programme development, implementation and monitoring SADC protocol on education and training 1997	

## Strategic Goal 2: Improved relevance and quality of teaching and learning

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PIs	MEANS OF VERIFICATION	HILL PERSON(S) RESPONSIBLE
2.1 To ensure the relevance of all existing programmes and develop new programmes at undergraduate and postgraduate levels	Number of market-driven programmes and niches	Audit existing programmes	Market surveys and Promotional events	Ten new and relevant u/g programmes by 2012 including 1ve by 2009	Increased % of new market-driven programmes Increased enrolments on existing programmes	VC's annual report	PVC
		Review curricula offerings		Enrolments on existing programmes increased by 50% by 2012			
2.2 To improve success and completion rates	Increased retention, completion and graduation rates	Identify programme niches based on national, regional and international needs	Market existing programmes	1 lecture hall faculty erected by 2012	Availability of lecture halls and well equipped and secure library at IEMS	Asset Register plus Annual reports from:	PVC (i) – (iv) PVC
		Provide adequate and relevant teaching and learning facilities	New lecture rooms and enhanced facilities in existing rooms	State of the art Library in Messeru campus by 2009			
2.3 To increase the number of marketable graduates by 2012	Increased number of students graduating with an upper degree classification	Diversity learning strategies	In-service, including ICT training events for lecturers	All lecturers to complete appropriate in-service training by 2012 – 20% each year	Use of diverse learning strategies by students Increased use of ICT by lecturers	Director of Centre for Teaching Learning; Director of HR; PVC; Registrar – as appropriate	Director of Centre for Learning and Teaching
		Increased use of ICT	Development of a new appraisal system for lecturers	All lecturers to be appraised using the new arrangements by 2012 at the latest – at least 20% of lecturers each year. The assessment methods of all programmes revised by 2009			
		Introduce innovative instructional approaches	Development of revised student assessment procedures				
2.3 To increase the number of marketable graduates by 2012	Increased number of students graduating with an upper degree classification	Performance management system for lecturers	Analysis of student performance in assignments and exams	100% retention, completion and graduation rates by 2012	Use of new student assessment methods Improved retention, completion & graduation rates	Graduation statistics	PVC
		Appropriate student assessment procedures	Student performance in assignments and exams	30% of students to achieve a First or 2.1 by 2012			
2.3 To increase the number of marketable graduates by 2012	Increased marketable and entrepreneurial graduates	Student performance in assignments and exams	Analysis of student performance in assignments and exams	100% of NUL graduates employed within six months of graduation by 2012	Number of graduates employed after graduation Number of business owned by NUL	Business licences awarded to NUL graduates	
		Introduce entrepreneurial programmes	Establish Business Innovation Centre	All programmes to include a module on entrepreneurship by 2009 Business Innovation Centre established by 2010			
2.3 To increase the number of marketable graduates by 2012	Increased marketable and entrepreneurial graduates	Provide practically oriented approaches e.g. attachments, exchanges etc	Infuse enterprise into the curriculum				

## Strategic Goal 2: Improved relevance and quality of teaching and learning

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	INDIVIDUAL RESPONSIBLE
2.5 (cont'd) To enhance the quality of teaching and learning	Improved Library and on-line facilities	Provide more instructional materials including books and on-line journals Improve access to the internet Comprehensive institutional repositories	Staff to develop new instructional materials and money to purchase new books and on-line journals See Objective 2.4 Staff to develop these repositories	New materials developed during 2007-2008 for utilization with effect from 2008-2009 See Objective 2.4 Repositories in place by 2012	New instructional materials See Objective 2.4 The existence of repositories	Annual report from Director of CTL See Objective 2.4 Librarian's annual report	Director of CTL Librarian See Objective 2.4
	Teaching quality benchmarks and standards established	Periodic review of programmes Institutional audit and reviews Establish links with similar institutions of higher learning Staff and student exchange programmes	See Objectives 2.1 & 2.2 Staff to develop audit and review methodology Staff to establish policy on linkages Staff to develop exchange programmes	See Objectives 2.1 & 2.2 New methodology piloted 2007-2008; full implementation from 2008-2009 At least 50% of staff and students to have undertaken an exchange programme by 2012	See Objectives 2.1 & 2.2 Availability of new methodology Availability of new policy Availability of exchange programmes	See Objectives 2.1 & 2.2 Annual reports from Faculty Deans Annual reports from Faculty Deans	See Objectives 2.1 & 2.2 Faculty Deans The Librarian PVC
2.6 To enrich the student and staff experience at NUL	Health services available	Expansion of health services	Resources for expanded health facilities	At least one niche area in every Faculty by 2012 Increase in awareness and sale of publications identified Policy drafted during 2007-2008 for introduction with effect from 2008-2009 Procedures and criteria agreed during 2007-2008 and first awards made at the end of 2007-2008	Criteria for niche areas identified List of publications to be promoted and availability of funds for promotion activity Availability of a policy Availability of procedure	Annual survey Approval by Senate and annual report from the PVC Approval of procedures by Senate and annual report from the PVC	Dean of Student Affairs Director of Facilities Mgr
	Disabled student programme	Develop a disabled student programme	Expise to develop a disabled student programme	Expanded health services to be introduced from 2007-2008 onwards up to 2012 Fewer student absences on health grounds	Access to health services Improvement in student health	Regular environmental reports from Dean of Student Affairs (DSA) & Director of Works and Maintenance (DWM)	DSA Dean of Student Affairs
	Upgraded security standards	Development of a security masterplan including access control, and response plan)	Expise to develop a plan Funds for enhanced security measures	Security masterplan completed by end of 2007-2008 and implemented from 2008-2009 -Positive views about campus security	Availability of plan and funds Staff and students feeling more secure	Annual survey of staff and student views on security	DWM Director of Facilities Mgr

## Strategic Goal 2: Improved relevance and quality of teaching and learning

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	HILL PERSON(S) RESPONSIBLE
2.5 (cont'd) To enhance the quality of teaching and learning	Improved Library and on-line facilities	Provides more institutional materials including books and on-line journals Improve access to the internet Comprehensive institutional repositories	Staff to develop new institutional materials and money to purchase new books and on-line journals See Objective 2.4 Staff to develop these repositories	New materials developed during 2007-2008 for utilisation with effect from 2008-2009 See Objective 2.4 Repositories in place by 2012	New institutional materials See Objective 2.4 The existence of repositories	Annual report from Director of CTL See Objective 2.4 Librarian's annual report	Director of CTL Librarian See Objective 2.4
	Teaching quality benchmarks and standards established	Periodic review of programmes Institutional audit and reviews Establish links with similar institutions of higher learning Staff and student exchange programmes	See Objectives 2.1 & 2.2 Staff to develop audit and review methodology Staff to establish policy on linkages Staff to develop exchange programmes	See Objectives 2.1 & 2.2 New methodology piloted 2007-2008; full implementation from 2008-2009 At least 50% of staff and students to have undertaken an exchange programme by 2012	See Objectives 2.1 & 2.2 Availability of new methodology Availability of new policy programmes	See Objectives 2.1 & 2.2 Annual reports from Faculty Deans Annual reports from Faculty Deans	See Objectives 2.1 & 2.2 Faculty Deans The Librarian PVC
2.6 To enrich the student and staff experience at NUL	Health services available	Expansion of health services	Staff forum to identify criteria for and niche areas Staff to identify and promote publications and funds made available Staff to formulate OH policy Staff to devise recognition criteria and procedures	At least one niche area in every Faculty by 2012 Increase in awareness and sale of publications identified Policy drafted during 2007-2008 for introduction with effect from 2008-2009 Procedures and criteria agreed during 2007-2008 and first awards made at the end of 2007-2008 Expanded health services to be introduced from 2007-2008 onwards up to 2012 Fewer student absences on health grounds	Criteria for niche areas identified List of publications to be promoted and availability of funds for promotion activity Availability of a policy Availability of procedure	Annual survey Approval by Senate and annual report from the PVC Approval of procedures by Senate and annual report from the PVC	Dean of Student Affairs Director of Facilities Mgr
	Disabled student programme	Develop a disabled student programme	Expertise to develop a disabled student programme	Programme finalised by the end of 2007-2008 All disabled students participating in the programme by 2012 Security masterplan completed by end of 2007-2008 and implemented from 2008-2009 -Positive views about campus security	Availability of a programme for disabled students Numbers of students involved in the programme Availability of plan and funds Staff and students feeling more secure	Annual DSA report	DSA Dean of Student Affairs
	Upgraded security standards	Development of a security masterplan including access control, and response plan)	Expertise to develop a plan Funds for enhanced security measures			Annual survey of staff and student views on security	DWM Director of Facilities Mgr

## Strategic Goal 2: Improved relevance and quality of teaching and learning

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	HUL PERSON(S) RESPONSIBLE
2.6 (contd) To enrich the student and staff experience at NUL	Greater awareness of environmental matters	Environmental days	Programme of activities and resources for environmental days	Evidence of cleaner, tidier campus	Cleaner, tidier campus Awareness of environmental matters	Annual survey of staff and student views on environmental matters	DWM Director Facilities Mgr
	Upgraded recreational facilities Improved personal fitness and health of staff and students	Upgrade recreational facilities Develop health and environmental policies	Masterplan and resources for upgraded recreational facilities Expertise to develop policies	Evidence of awareness of environmental matters Increasing involvement of staff and students in recreational activity Completion and/or refurbishment of physical facilities proposed in masterplan e.g. sports parks, canteens, social clubs and tuck shop	Full implementation of recreational masterplan by 2012 Number of students attending recreational facilities	Annual reports from DSA and DWM	DSA and DWM Director Facilities Mgr
2.7 To develop the entrepreneurial capacity of students at NUL	Entrepreneurial students	Inclusion of entrepreneurial elements in curriculum Involvement of students in entrepreneurial activities	Staff to redesign curriculum Seed money for entrepreneurial activities Annual awards for entrepreneurial activity	Curriculum redesigned as required by end of 2007-2008 Seed money agreed Prizes awarded annually with effect from end of 2007-2008	Curriculum redesigned Seed money available Prizes awarded	Approval by faculties and Senate Approval by Senate Prizewinners	Faculty Deans and DSA
		Set up a Business School	Resources required to establish a Business School	Business School established and functioning by 2009	Business Plan Staff appointed Business School in operation	Approved Business Plan for the Business School by 2008 First Annual report of the Business School 2010	PVC

### Strategic Goal 3: Improved Research and Innovation

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	HUL PERSON(S) RESPONSIBLE
3.1 To build research capacity	Increased research output	Identify research capacity needs Monitor research output	An Office of Research and P/g Studies	One unit/SLE by 2008 Minimum five patents by 2010 Annual increase in the number and value of external grants received One international and five national research conferences held annually by 2012 Establish Office of R & P/g Studies by 2008	Number and quality of research projects Number of patents, copyright and other IPR filed Number and value of external grants received Number of seminars & conferences hosted by NUL	Citation indices; annual research publication reports; number of research active staff/number of p/g students; number and values of awards; and conference proceedings reports	PVC Director of Office of Research and Graduate Studies
	Excellent research and innovation administrative support	Develop administrative structures for research	Appoint Director of Research Establish Research Centre Establish Institutional Review Board	Director of Research appointed 2007 and upgraded to DVC (Research) by 2010 2 Research Centres by 2008; 3 more by 2010 Institutional Review Board by 2008	Director of Research appointed Research Centres established Institutional Review Board established	Annual reports from the Director of Research; the Office of R & P/g Studies; the Research Centres; and the Institutional Review Board	PVC Director of Office of Research and P/g Studies and Heads of Research Centres
	A publishing house	Develop a Business Plan	Financial, personnel and physical resources	Business Plan approved in 2008 Publishing House established by 2010	Establishment of a publishing house	Approval of Business Plan Establishment of Publishing House	PVC and Director of Research
	Good policy framework for research and graduate programmes	Develop research and p/g studies policies	Policy framework and workload policies developed	Policy for research and postgraduate studies published in 2008	New policies introduced and implemented	Annual report of the Director, Office of Research and P/g Studies	Director, Office of Research and Graduate Studies
	Research Capacity Building (RCB) Plan	Develop a RCB Plan	Resources to develop the RCB plan	RCB Plan developed by 2008	Development and implementation of RCB plan	Annual report of the Director of Research	Director of Research and Graduate Studies
	Increased number of research active staff	Introduce a Research Training and Mentorship (RTM) Plan	Resources to develop the RTM Plan	Full implementation of RCB Plan by 2012 RTM Plan agreed in 2007-2008 Workshops to commence in 2008-2009; all staff to have a mentor by 2008 - 2009; all staff to participate in a Workshop by 2010	RTM Plan Training and appropriate re-training workshops	Annual report of the Director of Research	Director of Research and Graduate Studies
	Increase number of specialised laboratories	Develop a plan for specialised laboratories	Resources for specialised laboratories	Specialised laboratories established by 2012	Establishment of specialised laboratories	Annual report of the Director of Research	Director of Research and Graduate Studies

## Strategic Goal 3: Improved Research and Innovation

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	INDIVIDUAL(S) RESPONSIBLE
3.2 To increase the number of postgraduate programmes and students	Increased number of p/g programmes and students [See also Goal 1]	Develop relevant P/g programmes	<ul style="list-style-type: none"> <li>(i) Market surveys to determine demand</li> <li>(ii) Student recruitment and marketing of programmes</li> <li>(iii) Recruitment of qualified and senior level academic and professional staff</li> </ul>	<ul style="list-style-type: none"> <li>(i) 10 new taught and 5 new research masters degrees by 2010</li> <li>(ii) 200 P/g students by 2012</li> <li>(iii) 10 new staff for p/g programmes by 2012</li> </ul>	<ul style="list-style-type: none"> <li>(i) Number of new programmes</li> <li>(ii) Number of p/g students &amp; number of theses completed</li> <li>(iii) Number of new staff</li> </ul>	(i) - (iii) Annual report of the Director of Research	Director of Research
3.3 To increase research output	Increased research publications, citation indices, projects, graduate student throughput & quality projects at u/g and p/g level [See also Objective 3.1]	<ul style="list-style-type: none"> <li>(i) Create a dynamic and relevant research agenda</li> <li>(ii) Create and protect time for research</li> <li>(iii) Establish a forum for dissemination of research information</li> </ul>	<ul style="list-style-type: none"> <li>(i) Seed grants for research</li> <li>(ii) Appropriate staff contracts</li> <li>(iii) Office of Research and P/g Studies [See also Objective 3.1]</li> </ul>	Annual increase in research publications, citation indices, projects, graduate student throughput & quality projects at u/g and p/g level	Research output	Number of publications, citations, patents and IPR claims filed	P/WC Director of HR
3.4 To increase research income	Increased research income	<ul style="list-style-type: none"> <li>(i) Increase fundraising activity for research</li> <li>(ii) Promote collaborative research and networking with public and private partners locally and internationally</li> <li>(iii) Increase in applications for competitive research grants</li> </ul>	<ul style="list-style-type: none"> <li>(i) Establish a University Foundation</li> <li>(ii) Create a database of research funding sources</li> <li>(iii) Training in research proposal writing</li> </ul>	<ul style="list-style-type: none"> <li>(i) 20% increase in external research income by 2009 and 50% by 2012</li> <li>(ii) All academic staff to be involved in research and/or consultancy by 2012</li> </ul>	<ul style="list-style-type: none"> <li>(i) Income generated from external funds</li> <li>(ii) Number of consultancies</li> </ul>	Annual Research Report	Director of Research and Graduate Studies
	Commercialised research and innovation	Introduce and develop a supporting climate for IP	Training workshops on IP issues	<ul style="list-style-type: none"> <li>(i) Five patents by 2010 and 10 by 2012 [See also Objective 3.1]</li> <li>(ii) All academic staff to have secured once consultancy or research contract by 2012</li> <li>(iii) Two training workshops/year on IP issues from 2008</li> </ul>	<ul style="list-style-type: none"> <li>(i) Number of patents filed</li> <li>(ii) Number of research contracts</li> </ul>	Annual Research Report	Director of Research and Graduate Studies

### Strategic Goal 3: Improved Research and Innovation

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PIS	MEANS OF VERIFICATION	HUL PERSON(S) RESPONSIBLE
3.5 To develop high quality and impactful research	More researchers, postdoctoral and visiting fellowships	(i) Advertise for postdoctoral researchers and professorships (ii) Fundraise and/or sponsorship for advertised positions	Funds to support visiting scholars	(i) 10 postdoctoral scholars/year by 2010 (ii) 5 visiting professors/faculty by 2012 (iii) At least five active research groups in each Faculty by 2012	(i) Number of postdoctoral scholars (ii) Number of visiting professors (iii) Number of active research groups	Annual Research Report	Director of Research and Graduate Studies
	Increased innovation, patents and other intellectual property	Disseminate the results and impact of research widely	(i) Establish an Technology Innovation hub (ii) Establish an Innovation Fund	(i) Innovation hub established by 2010 (ii) Five patents by 2010 and 10 by 2012 (See also Objectives 3.1 & 3.4)	Number of patents filed (See also Objective 3.4)	VC's Annual report	Director of Research and Graduate Studies
	Research success showcased	Showcase research success more effectively	(i) Establish an Annual Research Week (ii) Provide rewards and incentives for research	(i) First Annual Research Week held in 2008 (ii) First VC's Research Award(s) in 2008	(i) Annual Research Week (ii) VC's Research Award	(i) & (ii) VC's Annual Report	Director of Research and Graduate Studies
	Research relevant to national needs	(i) Establish research centres of national relevance (ii) Introduce postdoctoral fellowships	Resources for: (i) Research centres (ii) Postdoctoral fellowships	(i) See also Objective 3.1 (ii) Five MDUs by 2010 (iii) 10 postdoctoral scholars/year by 2010	(i) Research centres (ii) MDUs with private and government bodies (iii) Postdoctoral fellowships	(i) - (iii) VC's Annual Report	Director of Research and Graduate Studies

## Strategic Goal 4: Diversified Income Streams

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PIB	MEANS OF VERIFICATION	NUJ PERSON(S) RESPONSIBLE
4.1 To promote self-sufficiency of the University through increased income	Increase revenue from business, short-term training and consultancy activities.	Market and introduce new programmes; Prepare training material; Prepare fee structures; Prepare tenders.	Expertise; Tech to undertake market survey, prepare training materials and prepare tenders	15% increase in revenue from business, short-term training and consultancy fees by 2012	Percentage increase of income from business, short-term and consultancy fees	Final Accounts/Annual Income statements	PwC (Planning and Resources)/Finance Director
	Increase income from student fees.	Determine and charge appropriate fees for mainstream students	Technical Expertise to develop fee structure.	15% increase in revenue from student fees by 2012;	% increase in income from students fees.	Annual Financial statements	
		Market survey to determine demand for open and continuing ed	Marketing specialist.	Market survey conducted June 2008	Market survey conducted	Survey report	
		Introduce more distance and continuing education programmes;	Curriculum specialists	At least 2 new programmes introduced each year up to 2012	Number of new programmes	Prospectus	
4.2 To enhance NUL's capacity to generate funds for its activities	Increase recruitment drive for international Students.	Establish an International Office; Recruit international students	Personnel and equipment	By 2010 at least 10% of students to be international students and 20% by 2010.	Percentage increase in enrollment of international students	Student enrollment records	Director International Office
	Increase scholarships and bursaries through a University Foundation.	Establish a University Foundation; Establish University Foundation;	Personnel and equipment	10% of NUL's financial requirements raised by the Foundation by 2012. 10% of the student population sponsored through scholarships and bursaries generated through the Foundation 2012.	% increase in Foundation generated through the Foundation	Existence of a Foundation Office Final Accounts/Annual Income statements	Finance Director
		Develop and implement a strategy to increase scholarship and bursary opportunities for students	Expertise to develop strategy	Strategy developed Dec 2009	Strategy developed	University statistics	PwC Academic
	Funds generated to support teaching and research and services	Engage in fund raising activities	Special fundraising events	2% of revenue through sale of souvenirs and special fundraising events)	Percentage increase in revenue from sale of souvenirs and special fundraising events	Financial Statements	Director of Marketing and Communication
	Establish a retail sales outlet for University products in City Centre	Shop assistant Shop premise	Establish Sales outlet by Dec 2008	Sales Outlet established	Financial Statements	Director of Marketing and Communication	
	Establish University Co.	Assets inventory; Appoint investment Mgrs/Advisors	By 2010 share prices to have doubled; By 2012 Co. handling other real estate business for investors.	Company established	Company Financial statements; Company registration certificates	PwC (Planning & Resources)	
	Better managed investment portfolios through a University Company.	Marketing and selling of NUL brands; Identify items of interest; Cost them.	Marketing plan, items for sale.	Percentage of students to buy at least one item per annum by 2009; 50% of alumni to procure at least one item.	Percentage of students and alumni procuring NUL brands	Company financial statements	PwC – (Resource & Planning)/ General Manager

## Strategic Goal 5: Improved Financial Management

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	HW PERSON(S) RESPONSIBLE	
5.1 To improve cost-effectiveness in University operations	Appropriate systems and internal controls developed.	Develop policies and systems of internal controls.	Appropriate expertise; Management buy in; Financial mgt	Rules, systems etc in place by 2008 and functioning; 5% of drop in fraud by 2008.	Savings savings 100% of audits returned by mgt; Unqualified audit report	Audit Statements	Director of Finance (pr)	
	Long-term financial strategy developed	Develop a Long-term strategy	Technical expertise	Strategy developed by Dec 2008	Long-term financial strategy developed	Strategy document	Director of Finance (pr)	
	Financial management capacity developed.	Capacity and competence building in financial and audit functions.	Appropriate training; Competent staff	100% of positions filled by competent staff by 2008; 0% of patient errors in financial transactions processing.	HR reports and PMS; verifiable GL reconciliations	Training, statistics Account and audit statements (unqualified)	Director of Finance (pr)	
	Cost recovery programmes introduced.	Design and implement cost recovery measures.	Budgeting for power for halls and departments; LEC vending machines for power; Tel. mgt systems; Debt mgt systems	1% variances between budget and actual by 2009; 0% of bad debts by 2009	Cost- containment indices	Finance and audit statements; Management Accounts.	Director of Finance (*)	
	Tendering and Procurement procedures improved.	Develop improved tendering and procurement policies.	Procurement Specialist	Improved tendering procedures by Dec 2008	New Tendering and Procurement policies	Procurement Document	Registrar Procurement Officer	
		Maximise use of technology and card systems for operations;	Electronic Cards	By 2008 in place and properly functioning	Electronic Card System installed	Asset Register	Registrar Procurement Officer	
		Review travel, hospitality and accommodation policies. Proper budget management	Travel & accommodation Policy	0% variances by 2009	Number of New policies introduced and implemented; 0% variance.	Finance and audit statements Mgr; Accts	Director of Finance (*)	
	5.2 To Enhance the quality of financial reporting	Proper set of financial statements produced.	Develop timely financial statements and management reports.	Expertise, Appropriate systems and procedures	Financial statements ready within one month of the end of the financial year, and audited within six months of the end of the financial year.	Copies of Finance and Audit statements Mgr Accounts	Director of Finance (*)	
	5.3 To devolve some aspects of financial management to cost centres	Cost centres established at Faculty and Department level	Assess and build capabilities of faculties and departments to operate cost centres	Technical expertise, assessment guidelines Training	Cost centres established and functioning at Faculty and Department level by 2009	Number of cost centres established	Cost centre Mgr; Accounts	Director of Finance (*)
		Finance policies and procedures in place;	Upgrade financial policies and procedures.	Technical expertise, Finance.	Finance policies and procedures to guide Cost centres operations put in by Dec 2008	Policies and procedures upgraded as planned	Availability of upgraded policies and procedures	Vice Chancellor
Periodic management report produced.		Report preparation and submission in timely manner	Expertise, policies and procedures	Deadlines for report production met	Timely availability of report in line with laid down requirements	Copies of management report	Vice Chancellor	
Improved budgeting and Expenditure.		Develop properly costed budgets	Expertise, financial resources	Clean audit report produced in time	Expenditure variances	Audit report	Vice Chancellor	
	Monitor and implement budget according to agreed targets	Budget	Expenditures consistent with budget	Expenditure variances	Financial Statements Audit Reports	Financial Statements		
	Develop and implement cost-containment measures at Faculty/ Department level	Cost studies	Expenditures consistent with laid down guidelines	Reduction in wastage	Financial statements	Financial statements	Vice Chancellor	

\* proposed new position

## Strategic Goal 6: Improved Governance and Management

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	HUL PERSON(S) RESPONSIBLE
6.1 To enhance the operational and managerial efficiency of NUL	Improved managerial competencies and customer relations	(i) Review current NUL structures and reporting lines at strategic, tactical & operational level (ii) Review environmental and physical conditions (iii) Strengthen technical capacity of management (iv) Review current recruitment procedures and norms	(i) Resources to undertake proposed reviews (ii) Training in handling complaints	(i) Targets for responding to complaints met (ii) Reduction in the number of complaints received each year (iii) Reduction in the number of DPRR cases (iv) Reduction in the number of strikes and instances of unrest	(i) Timorous response to complaints (ii) Number of complaints received (iii) Number of DPRR cases (iv) Number of strikes and instances of unrest	(i) – (iv) Annual report on each item by the Registrar	VC
	Highly qualified and motivated staff	(i) Review faculty and departmental governance (ii) Introduce open/competitive appointments (iii) Introduce performance-based contracts for management staff (iv) Review conditions of service	(i) – (iv) Resources to undertake the reviews proposed	(i) Revised policy framework in place with effect from 2008-2009 (ii) Improvement in qualifications and experience of newly appointed staff (iii) All staff appointed with effect from 2008-2009 on new-style contracts (iv) All staff on revised conditions of service with effect from 2010 (v) Reduction in staff vacancies	(i) Appropriate policy framework for management and finance (ii) Qualifications and experience of staff recruited (iii) New performance-based contracts (iv) Revised conditions of service (v) Vacancy rates	Annual reports from Deans and Registrar	Faculty Deans and the Registrar
6.3 To streamline communication and reporting lines	Improved customer relations and staff morale	(i) In-service training & orientation of staff (ii) Establish marketing units in Faculties	(i) Resources to run in-service training for staff (ii) Expense to establish marketing units	(i) In-service training opportunities for all staff during 2007-2008 (ii) Marketing units set up by the end of 2007-2008	(i) Satisfied customers (ii) Well motivated staff	(i) Positive responses customer satisfaction questionnaires (ii) Positive responses from staff to satisfaction questionnaires	Director of Marketing and Communications
	Timely release of information	Periodic in-service training and orientation of staff	Resources to run in-service training	Number of staff trained in ICT	All relevant to have undergone in-service training by the end of 2008	Report on training statistics	Director of Marketing and Communications
	Timely response to communication	(i) Standardise reporting and communication protocols (ii) Produce an almanac or events	Resources to develop reporting and communication protocols	Length of time taken to disseminate information	Reduction in delays in dissemination of information	Positive responses to surveys of stakeholder satisfaction with procedures for disseminating information	Director of Marketing and Communications
	Better public image of the University	(i) Review of current public information about the University (ii) Survey of alumni views about NUL (iii) Review of current contract with external stakeholders	(i) Alumni office and magazine (ii) Promotional material about NUL	(i) Alumni Office (ii) Promotional material	(i) Functioning Alumni Office by 2010 (ii) Regular circulation of the Alumni magazine with effect from 2008-2009	Positive responses to surveys of alumni and external stakeholder perceptions of NUL	Director of Marketing and Communications
	Easily available information about the University	Facilitate access and security to information by all stakeholders	Survey existing arrangements for access to and security of information	Access to and security of information about the University	Information policy framework developed by end of 2007-2008; implementation with effect from 2008-2009	Existence of framework	Director of Marketing and Communications

## Strategic Goal 6: Improved Governance and Management

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	IND. PERSON(S) RESPONSIBLE
6.4 To restructure academic, management and administrative arrangements	Better Managed Facilities and academic processes	Review current academic structures and programmes	Resources required to undertake structures and programme review	Review of structures completed by the end of 2007-2008 New structures implemented with effect from 2008-2009 New structure in place with effect from 2008-2010	Restructured academic and administrative arrangements	New organisational structure published	Vice-Chancellor
	Academic structures and programmes rationalised	Review administration manuals at all levels	Resources required to review administration manuals	Revised manuals reflecting new academic and administrative arrangements completed with effect from 2008-2009	Revised manuals reflecting new academic and administrative arrangements	Establishment Register	Vice-Chancellor, Deans and Registrar
	Administration manuals revised	Rationalise the dual authority system of administrative staff	Resources to produce a new staff policy	New staff policy completed for implementation with effect from 2008-2009	New staff policy	First annual report on implementation of new staff policy June 2009	HR Director
6.5 To restructure the NUL committee system	More efficient committee systems and governance structures	Review committee systems, functions, numbers & frequency of meetings in the light of the Goals and Objectives of the new Strategic Plan	Resources required to undertake review of governance systems and governance structures	(i) Committee systems and governance structures to be reviewed by the end of 2007-2008 (ii) Progressive introduction of the new arrangements with effect from 2008-2009 (iii) Review of effectiveness of the new arrangements in June 2012	New Committee systems and governance structures	Committee structures in place	Registrar
	Consolidated legal frameworks and administrative structures in place	Align & reconcile NUL Act with HE Act 2004 & other relevant legislation	Resources required to undertake the proposed review	(i) Review to be completed by the end of 2007-2008 (ii) Implementation to commence with effect from 2008-2009 (iii) New legal framework to be fully in place by June 2012 at the latest	New NUL legal framework	(i) Report of review (ii) First annual report on implementation June 2009 (iii) Final annual report on full implementation June 2012	Council/Vice-Chancellor/Registrar
6.6 To update industrial relations framework	Updated industrial relations framework	(i) Establish clear administrative rules & regulations (ii) Establish relevant industrial relations system	Resources required to undertake review of admin rules and regulations and recommend appropriate industrial relations framework	(i) Review to be completed by the end of 2007-2008 (ii) Implementation to commence with effect from 2008-2009 (iii) New industrial relations framework to be fully in place by June 2012 at the latest	NUL legal framework consistent with Higher Education Act, national industrial relations legislation; and relevant international benchmarks	(i) Report of review (ii) First annual report on implementation June 2009 (iii) Final annual report on full implementation June 2012	
	Updated HR policies	Develop corporate framework for employment policies and implementation	Resources to develop corporate employment policies	Implementation of new corporate employment policies by June 2008	Corporate HR policies	HR reports and decisions by appointing bodies where necessary	Director, HR
	New HR administrative structures	(i) Develop manpower plan (ii) Optimise academic/academic staff ratios (iii) Formulate clear remuneration policies	Resources required to develop manpower plan in collaboration with stakeholders and formulate clear remuneration policies	(i) & (ii) Develop new manpower plan by June 2008 and implementation of new manpower plan with effect from 2008-2009 (iii) Embark on consultation remuneration policies by 2008/2009 (iv) 80% outsourcing of non-core functions by 2008	(i) Manpower development plan (ii) Optimum academic and support staff ratios (iii) HR remuneration policies	(i) – (iii) HR reports, decisions and policies Payroll and remuneration policies	
6.7 To enhance human resource management at NUL	Updated HR policies	Develop corporate framework for employment policies and implementation	Resources to develop corporate employment policies	Implementation of new corporate employment policies by June 2008	Corporate HR policies	HR reports and decisions by appointing bodies where necessary	Director, HR
	New HR administrative structures	(i) Develop manpower plan (ii) Optimise academic/academic staff ratios (iii) Formulate clear remuneration policies	Resources required to develop manpower plan in collaboration with stakeholders and formulate clear remuneration policies	(i) & (ii) Develop new manpower plan by June 2008 and implementation of new manpower plan with effect from 2008-2009 (iii) Embark on consultation remuneration policies by 2008/2009 (iv) 80% outsourcing of non-core functions by 2008	(i) Manpower development plan (ii) Optimum academic and support staff ratios (iii) HR remuneration policies	(i) – (iii) HR reports, decisions and policies Payroll and remuneration policies	

## Strategic Goal 6: Improved Governance and Management

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	HR PERSON(S) RESPONSIBLE
6.7 (cont'd) To enhance human resources management at NUL	Appropriately qualified staff in the HR Department	Establish comprehensive industrial relation and legal systems Review and develop Human Resource management policies	Resources required to undertake a skills audit Resources required to review HR management policies	Skills audit by June 2008 HR management policies reviewed by 2008	Skills audit New HR management policies	Deployment of competent staff HR reports, decisions and policies	Director HR
		Recruit and retain competent, professional Human Resource personnel Develop HR training and development policies	(i) Resources required to undertake a skills audit (ii) Review structure of HR division Resources required to develop HR training and development policies	(i) Skills audit by June 2008 (ii) HR division restructured by June 2009 Incorporate new HR training and development policies into personnel and student handbooks by June 2008	(i) Skills audit (ii) Restructured HR division HR training and development policies	HR reports; Performance management systems	
		Review Grievance procedures for staff and students Development of responsive career structures	Resources required to review grievance procedures for staff and students Resources required to review existing and recommend new career structures	New grievance procedures for staff and students completed by June 2008 (i) Review of existing career structures completed by June 2008 (ii) New career structures agreed for implementation with effect from September 2008 (iii) Review new arrangements no later than June 2012	Grievance procedures for staff and students New responsive career structures	HR Report and DSA reports	Director HR
6.8 To reform career paths and promotion policies	New responsive career structures	Development of new reward management policy	Resources required to review existing and recommend new reward management policy	(iv) Evidence of increased productivity	(i) New reward management policy (ii) Increased productivity	(i) Report of review of career structures (ii) First annual report on implementation June 2009 (iii) Final annual report on full implementation June 2012	Director HR
	New reward management policy	Development of new mentorship and succession planning arrangements	Resources required to develop new mentorship and succession planning arrangements	(i) Review of existing mentorship and succession planning arrangements completed by June 2008 (ii) New mentorship and succession planning arrangements agreed for implementation with effect from September 2008 (iii) Review effectiveness of new arrangements no later than June 2012	New mentorship and succession planning arrangements	Report of review of existing reward management policy implementation of new reward management policy/salary structure June 2009 (ii) Final annual report on full implementation June 2012	Director HR

## Strategic Goal 7: Improved physical and technological infrastructure

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	RIIL PERSON(S) RESPONSIBLE
7.1 To create a more conducive learning environment	State of the art student centre, more residential halls and classrooms established;	Develop and implement infrastructure development plan	Technical expertise to draw facility plan Staffing for health centre & equipment	1 lecture hall/faculty erected by 2012. A state of the art library in Maseru Campus by 2009. Accommodate 80% of student population on campus by 2010.	Availability of state of the art student centre, residential halls, and classrooms built. Well equipped and secure library at IEMS. A larger health centre	Asset Register;	PVC (Operations)*
	IEMS Library. A bigger health centre Campus facility plan implemented;	Review space availability. Develop criteria for allocating office space	Expertise	Office space allocated evenly	Existence of criteria for allocating office space Number and percentage of staff with adequate office space Document outlining Grievance Handling Procedure.	Campus physical plan	PVC (Operations)*
7.2 To implement physical & technological infrastructural master plan	Adequate Office space available for staff.	Construct recreational centre with indoor games facilities	Civil contractor	Functional recreational centre by 2009	Operational and up to date recreational facilities	Survey of users Assets Register	PVC-Planning & Resources
	Reduced crime incidents on campus.	Beef up security measures Install surveillance cameras	Security equipment & personnel	Crime on campus reduced to zero by 2010	Presence of a competent security company. Functional surveillance cameras by 2008	Reports of crime on Campus	PVC-Planning & Resources
	Physical and Technological Structure Master Plan upgraded.	Project NUL physical and technological needs.	Technical expertise	Executable physical & technological structures master plan.	Positive feedback from stakeholders;	Feasibility Assessment Report	Director of Facilities Management
	Improved use of Technology and smart classrooms.	Review Master Plan.	Technical expertise	Master plan reviewed by Dec 2008	Addresses the needs comprehensively	Minutes of master plan review meeting	Director of Facilities Management
	Kitchenettes and Common rooms available for staff and students.	Organise a Consensus building workshop around Master Plan.	Workshop, Facilitator	Consensus reached on Master Plan	Consensus building meeting held and consensus reached	Minutes/Report of Workshop	Director of Facilities Management
		Develop guidelines for use of technology and smart classrooms	Expertise for drawing guidelines	Guidelines to be in place as part of Master Plan	Number of equipment that is dysfunctional due to poor use/abuse	Maintenance records	Director of Security
	Construct or rehabilitate Kitchenettes and Common rooms	Civil contractor Attendants	1 kitchenette per hall Each residence with a Common Room	Number of kitchenettes and Common Rooms per residence	Building Plan Assets Register	Director of Facilities Management	

## Strategic Goal 7: Improved physical and technological infrastructure

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PIs	MEANS OF VERIFICATION	NULL PERSON(S) RESPONSIBLE
7.3 To upgrade civil, electrical and mechanical infrastructure at MUL	Building Standards met.	Develop or rehabilitate, electrical, civil and mechanical works around MUL.	Technical expertise in civil, electrical and mechanical works	Functional buildings by 2012	Buildings that meet standards; Availability of adequate walkways	Inspection report of builds and facilities around Campus.	Director of Facilities Management
	Fire Detection & suppression system upgraded.	Monitor adherence to standards. Procure one fire engine. Employ 6 more firemen.	Monitoring plan Fire safety standards Fire personnel	1 more fire engine and 6 more firemen by 2008. 12 fire men by 2012	Availability of fire fighting resources. Availability of fire detection and suppression equipment	Assets Register Fire prevention standards	Director of Security
	Water and electrical lines/pipes rehabilitated.	Acquire larger stand-by facilities.	Generator Water tanks	Stable power supply for the whole campus at all times and reliable water supply by 2009	Number of times electricity or water is disrupted	User Survey reports Asset Register	Director of Facilities Management
	Waste management facilities upgraded.	Installation of proper and safe waste drainage especially in the science laboratories. Chemical and toxic waste drainage and disposal must be separated from normal drainage and disposal system	Technical expertise Waste management facilities/equipment	Install separate chemical and toxic waste disposal facility by 2008	Availability of reliable waste management.	Occupational health and safety directorate reports	Director of Facilities Management
	Better managed Transport fleet and work-shops.	Endorse and implement transport policy	Preparation of transport policy document New vehicles 40 new drivers	Increase the fleet by 40% by 2012 Engage/employ more drivers, considering driver, staff and student ratio	Availability of transport at all times. Availability of drivers at all times	Road worthy vehicles Maximum utilisation of transport services Satisfaction from users	Director of Transport Director of Facilities Management
	Data network, telephone network, intranet and internet upgraded.	Procure new ICT soft and hardware.	Computers and accessories Software programs Work stations	Bigger server by 2008 and more work stations 2 ICT student laboratories by 2012	Number of internet breakdowns;	Service reports Asset Register	Head, Computer Services Unit
7.4 To upgrade the ICT infrastructure and software	Training Computer Laboratories for students and staff available.	Regularly monitor infrastructure in place;	Technical expertise		Speed of connectivity;		
	Technological security strengthened (latest anti-virus spam software; firewalls software and hardware available)	Identify security loopholes; Install IT security hardware and software	Technical expertise Anti virus	Anti-virus software installed for computers on installation	Number of staff and students with access to computers	Asset Register Physical Inspection	Head, Computer Services Unit

## Strategic Goal 8: Strengthened local, regional and international partnerships

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PS	MEANS OF VERIFICATION	HUL PERSON(S) RESPONSIBLE
8.1 To develop partnerships with private, public and international bodies	Current policy and legal frameworks reviewed to strengthen partnerships.	Review current policy and legal frameworks to strengthen partnerships.	Manpower with partnership development skills	Review policy by 2008	Number of partners signed	Policy framework VC's report	Vice-Chancellor
	New instruments and programmes established to facilitate marketing the University internationally.	Establish an international office to facilitate marketing the University internationally.	Manpower with marketing skills Personnel	International office established by 2010	Marketing plan development office establishment;	VC's report	Director of International Office/VC
	Alumni office established to facilitate regular interaction with alumni and its association;	Establish an Alumni office to facilitate regular interaction with alumni and its association; Restructure Alumni magazine	Office space & equipment Technical expertise	Establish alumni office by 2009	Existence of Alumni office;	Registrar's report	Director of International Office/VC
8.2 To address critical national issues including the UN Millennium goals	Links with Lesotho Embassies strengthened to facilitate liaison with international bodies.	Review links with Lesotho Embassies to facilitate interaction with international bodies.	Manpower with marketing skills radio program	Links with Embassies formalised by Dec 2008	Existence of Memorandum of Understandings. Number of meeting with community leaders	Copies of memoranda of understanding Reports/minutes of meetings	Director of International Office/VC
	Cultural interface with local community established	Establish a cultural office	Personnel & equipment	Cultural Office established by 2010	Cultural exhibitions/presentations/programmes mounted	Reports from Director of communications	Director of Marketing & Communications
	Increased output of Maths and Science Teachers from NUL.	Establish research groups and centres on specific national issues.	Manpower e.g. mathematics lecturers National workshop	2 National Workshops to disseminate results of research on improving an area of critical need	Increase of output of maths or science teachers	VC Annual Report Workshop report	PVC – Research Director
8.3 To address critical national issues including the UN Millennium goals	Wider participation in research in global issues of eradication of poverty, climate change, reduced infant and maternal mortality and wider participation in education and health;	Introduce workshops and conferences and provide solutions on national issues;	Conference papers, Travel, Research	At least 2 global issues tackled each year up to 2012	Number of workshops and conferences held	VC Annual reports	PVC – Research Director
	Established courses in Cultural heritage, Tourism and Hospitality in Lesotho.	Courses relevant to the economy such as in Tourism and Hospitality established	Curriculum specialist Market survey	New courses introduced by Jan 2009	Number of new Courses introduced	University Calendar	PVC-Academic
	Mainstream gender issues.	Develop policies on gender issues, sexual harassment and gender empowerment.	Gender consultancy	Gender and Sexual Harassment Policies developed by Dec 2008	Policies developed and disseminated Number of sexual harassment cases Number of women in key decision-making positions	VC's annual reports	Vice Chancellor

## Strategic Goal 6: Strengthened local, regional and international partnerships

OBJECTIVE	OUTPUTS	ACTIVITIES	INPUTS	TARGETS	PG	MEANS OF VERIFICATION	HL PERSON(S) RESPONSIBLE
<b>6.3 (contd) To address critical national issues including the UN Millennium goals</b> <b>6.4 To provide community services</b>	Increased research and prevention of HIV/AIDS.	Develop policies on prevention and control of HIV/AIDS	Technical expertise to develop policies Workshops	HIV/AIDS policy and strategies by 2008	Policies developed and disseminated	VC's annual reports	Vice Chancellor
	Innovative solutions to tackle major health crises such as HIV/AIDS, TB;	Carry out research to help develop innovative solutions to tackle major health crises such as HIV/AIDS, TB.	Technical expertise Research	At least 1 research projects each year to tackle each major health crisis	Number of proposals made to relevant bodies dealing with national crises Number of completed research projects	Reports/Research findings	PVC - Academic Research Director
<b>6.5 To provide innovative business solutions</b>	Improved NUL/Community Interface	Jointly plan with communities a number of service learning and co-operative education, and community volunteer programmes.	Volunteers Community programme	Establish and begin to implement a Community Programme by Jan 2009	Number of community projects undertaken	Activity reports	Director of Communications
	Innovative industrial technologies produced; innovative solutions to tackle food insecurity developed	Introduce Research projects to develop innovative solutions to be used by government and industry addressing serious inefficiencies.	Research projects, Technical expertise	At least 2 research programmes tackling endemic food or industrial problems	Number of industrial products showcased for possible use by industry	Reports	Director of Research/Marketing and Communications

## List of Task Group Members

### TEAMS

### MEMBERS

#### ACADEMIC MANAGEMENT TASK GROUP

1. Convenor	Dr S.T. Motlomelo
2. Dean, Faculty of Agriculture	Dr W.O. Odenya
3. Dean, Faculty of Education	Dr M. Maruping
4. Dean, Faculty of Health Sciences	Prof. P.O. Odonkor
5. Dean, Faculty of Humanities	Prof. C. Dunton
6. Dean, Faculty of Law	Ms M.N.A. Fanana
7. Dean, Faculty of Science and Technology	Prof. K.K. Gopinathan
8. Dean, Faculty of Social Sciences	Prof. T.J. Makatjane
9. Director, Institute of Education	Dr S.T. Motlomelo
10. Director, IEMS	Dr M. Moshabesha
11. Director, ISAS	Mrs M. Mapetla
12. Librarian	Dr M. Moshoeshoe-Chadzingwa

#### ACADEMIC PLANNING TASK GROUP

1. Convenor - Pro-Vice-Chancellor	Prof. E.M. Sebatane
2. 3 Professors	1. Prof. T. K. Saha 2. Prof. R. Ronan 3. Prof. I. Okello-Uma
3. 3 Senior Lecturers	1. Dr T.G. Khati 2. Dr H.M. Lephoto 3. Mr T. Petlane
4. 4 Lecturers	1. Mr S. Setšabi 2. Mr T. Nzeku 3. Ms M. Lebete 4. Mrs M. Mohapi
5. Ag DPO	Mrs P. Peko
6. Two LUTARU representatives	1. Dr M. Marake 2. Mr N. Selinyane
7. SAR (Academic)	Ms P. Polaki

#### ADMINISTRATIVE AND RESOURCES TASK GROUP

1. Convenor - Registrar	Ms A.M. Mphuthing
2. The Bursar	Mr M. Putsoa
3. Dean, Student Affairs	Mrs M. Morojele
4. Director, CONSULS	Dr I. Kimane
5. Senior Assistant Registrar, Appointments	Mr R.C. Mokoma
6. Director of Works and Maintenance	Mr M. Ntja
7. Chief Internal Auditor	Mr S. Selepe
8. Industrial Relations Officer	Mr K. Tlhoeli
9. Head, CSU	Mr T.P. Raseeke
10. Ag Director, Public Affairs Office	Mr T.A. Tsiu
11. Two SUSU representatives	1. Mr J.M. Hlalele 2. Mrs T. Maitetso

## List of Task Group Members



### SUPPORT SERVICES TASK GROUP

1. Convenor	Mrs M. Tambwe
2. Two representatives of Secretarial staff	1. Mrs M. Tiheli 2. Ms L. Monyake
Four representatives of Technical staff	1. Mr N. Makotoko 2. Mr T. Letele 3. Mr M. Ntlama 4. Mr T. Mohlerepe
Domestic Bursar	Mrs M.M. Pule
Ag Director of Security	Mr N. Mosuhli
7. Two NAWU representatives	1. Mrs M. Mokupo 2. Mr M. Chonela

### STUDENT TASK GROUP

1. Convenor - President	Mr P. Chesa
2. Ministers of the Student Union	1. Rajah Suhayl 2. Ntšonyana B. Aaron 3. Nate Makuoane 4. 'Mabathoana Habofano 5. Relebohile Moeti 6. Ntsane Mamello
3. Student Halls of Residence Chairs	1. Moipone Lebesa 2. Khotso Fuma 3. Lisema Lekhoana
4. IEMS Campus President	Selemela Selome

### COUNCIL TASK GROUP

1. Convenor - Chairman of Council	Mr R. Mapetla
2. All external Council members	1. Mr M.T. Mashologu 2. Mrs Mary Moiloa 3. Mr S.T. Mokatse 4. Ms N. Kokome 5. Ms P.R. Lebotsa 6. Dr N. Lesoetsa 7. Dr M. Majoro 8. Mrs M.H. Makakole

## List of Task Group Members

### EXTERNAL STAKEHOLDER TASK GROUP

Convenor	Mrs K. Mophethe
One representative of the Employers Association	Mr T. Makeka
Two former Vice Chancellors	1. Prof R.I.M. Moletsane 2. Dr T.H. Mothibe
Two NUL alumni	1. Dr M. Mokete 2. Mr K. Phafane
Two parents of NUL students	1. Dr T. Tsikoane 2. Mr P. Mahlomola
Three Representatives of national religious bodies	1. Archbishop B. Mohlalisi OMI - RCC 2. Rev. R. Mokhahlane - LEC 3. Rt. Rev. P. Mokuku - Anglican Church
One representative of the Roma community	Mr K. Mafaesa Dr P.F. Tseki
Former teaching staff	Prof. M. Mokitimi

### EDUCATION SECTOR TASK GROUP

Convenor - P.S. Ministry of Education and Training	Ms N. Kokome
2. The Chief Education Officer, Tertiary, MOET	Mrs M. Khoeli
3. Director, TVET	Mr N. Ramaphiri
One representative from the Lesotho College of Education	Deputy Director Academic, Mr S.N. Oliphant
Representatives from the Lerotholi Polytechnic	Director, Mr T. Lebakae, Prof. V Goel
6. Representatives of Teacher Formations	1. NULIS - Ms R. Fitter
7. Officer Commanding, Roma Police	Inspector Tšukulu
8. A representative of Lesotho Agricultural College (LAC)	Mrs P Mokobori
9. A representative of Centre for Accounting Studies	Mrs M Ntlhokoe
Department of Science and Technology	Director, Mrs M. Williams
Resource Person	Prof. D. Ambrose

### EXTERNAL RESOURCE PERSONS

Prof. E.A. Ngara	Pretoria
Prof. R. Mawditt	University of Bath
Prof. Keregero	University of Swaziland
Dr Peter Thuymsma	Pretoria

NULIS	–	National University of Lesotho International School
LAT	–	Lesotho Association of Teachers
LTTU	–	Lesotho Teachers Trade Union
LESPA	–	Lesotho Principals Association
TVET	–	Technical and Vocational Education and Training







*Recently completed Faculty of Science Block*



*New library extension*



*New lecture (DTF) theatre*



**National University of Lesotho**



# **Strategic Plan**

(Draft)

## **2007-2012**

**“In the service of the nation”**

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