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THE MALDIVES NATIONAL
UNIVERSITY

STRATEGIC PLAN 2020 – 2025

Priorities For Excellence

Table of Contents

Strategic Planning at MNU	4
Steps for Strategic Planning Process	5
Vision and Mission	6
Philosophy	7
Guiding Values	8
Goals and Strategies	9
Implementation Framework Components and Associated Elements	19

MNU AT A GLANCE

1973
1st September 1973
Allied Health Services Training Centre was established
- forerunner to the
Faculty of Health Sciences established
by the Ministry of Health

1984
Institute for Teacher
Education established

1991
Maldives Centre for Management
and Administration established

2011
MNU was established on
15th February 2011

2018
School of Medicine was established
SARUNA - MNUL Digital Repository
was launched
First PhD students graduated

1975

Vocational Training Centre established
presently it is the
Faculty of Engineering Science & Technology

1987

Maritime Training Centre &
School of Hotel and
Catering Services established

1998

Maldives College of Higher
Education established

2014

Established COL Outreach
Centre

As of

2019

Already Served
more than
73,000 People

8982 Students
679 Staff
105 Courses
6 Faculties

3 Schools
4 Centres
4 Atoll Campuses
10 Outreach Centres

Strategic Planning at MNU

Strategic planning has become one of the main approaches for establishing the significant directions of the University. These directions are usually termed as goals or aims. The strategies enable actions to be formulated to achieve the goals within a stipulated time frame and responsibilities and resources to be allocated to perform the action. Thus, in strategic planning, resources are concentrated in a limited number of actions all aligned to achieve the goals as the budget is tied to the goals of the University. While strategic planning by itself may not lead the University from its current status to the envisioned state, not to do so would be to abdicate our responsibility.

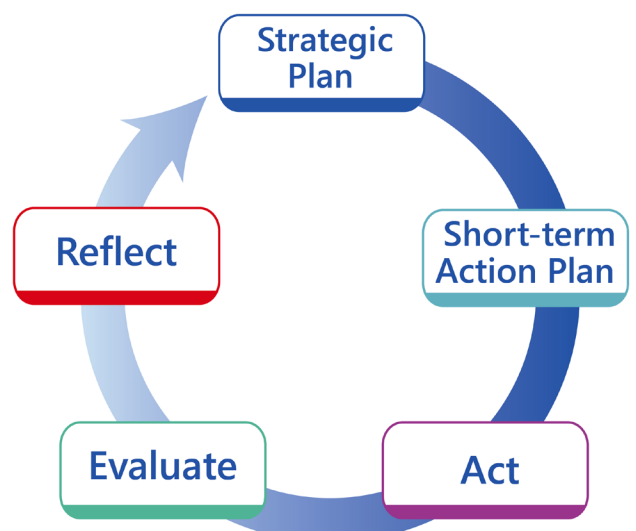
History of strategic planning

Planning is how The Maldives National University (MNU) shapes and guides growth and development. The first Strategic Plan chartering the broad course of the University from 2000 till 2005 was published by the then Maldives College of Higher Education. Annually, operation plans were developed to translate the strategies into doable actions. In the early years since 2000, the manner of strategic planning changed. The plans became more focused and shorter with the inherent decision points not explicitly stated in the document. The MNU's second plan for the years 2004-2009, and the subsequent plans followed this style.

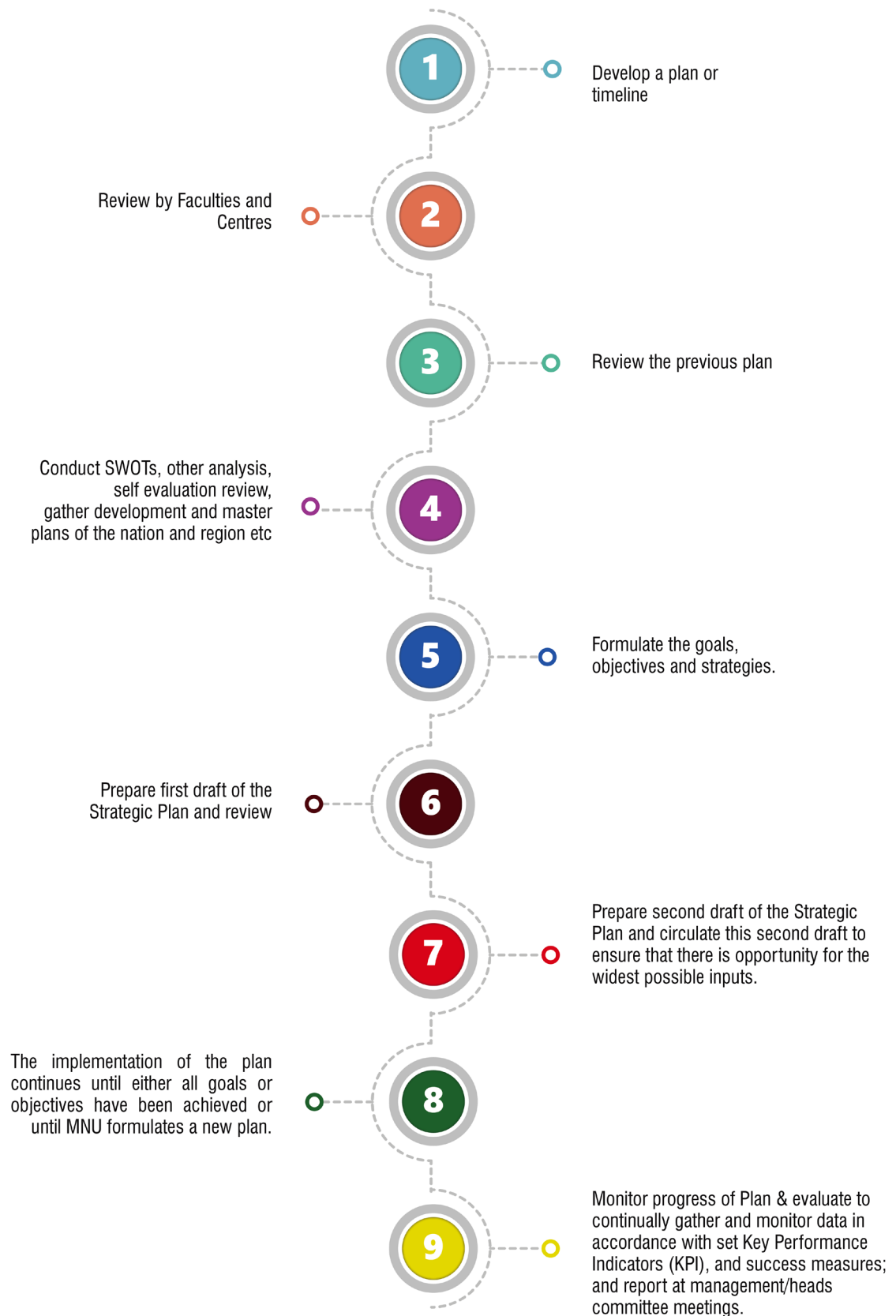
The strategic planning process

In developing MNU's strategic plan, the focus has been on the feasibility of the required actions based on the local context as highlighted in the figures given below. The environmental scans and the SWOT analyses were initially developed by faculties/centres. Then, using the University Act as the primary defining instrument, faculty/centre plans were developed and merged into a single document through a long and iterative process of discussion and modification until a consensus.

This Strategic Plan has been developed as a collaborative effort through consultations with the Students, Staff (Academic and Administrative) and the Senior Management of MNU. This Plan explicitly recognises and addresses the major challenges ahead for the coming years and envisage to provide continuity and a constant reference for University operation with its articulation of the long term enduring goals.



Steps for Strategic Planning Process



Vision and Mission

The MNU Vision

A vision statement describes the goal of the institution. It embodies what the institution aims to achieve, usually as the desired outcome in the long term. In envisioning the future of MNU, our purpose is to inspire and motivate our staff, to instill confidence, and celebrate our mission by articulating a shared vision of the future.

As the vision statement MNU has adopted the vision of its precursor institution, that of the Maldives College of Higher Education. This is because that vision still embodies what MNU aspires to be.

This vision, articulated operationally from the point of view of the internal and external community of MNU, has both local and regional dimensions. In envisioning the future of MNU, it is our ardent desire that its performance in every aspect of its operation would be in keeping with that special position. Both nationally and regionally, MNU will achieve distinction for the quality of our teaching and learning, for the outstanding quality of the student experience and for the valuable contribution which our research and innovation makes to nation-building.

The MNU Mission

The mission of the University defines the overall purpose of our institution – why it exists. The fundamental purpose of the MNU is enshrined in Dhivehi in the Maldives National University Act. The unofficial translation of the mission of the Maldives National University is as follows:

Our Mission

The mission of the Maldives National University is to create, discover, preserve and disseminate knowledge that are necessary to enhance the lives and livelihoods of people and essential for the cultural, social and economic development of the society so that this nation shall remain free and Islamic forever.

Our Vision

The Maldives National University will perform and be acknowledged as the outstanding academic institution of the nation and one of the *finest* in the region.

The first and foremost objective of MNU is specified to be the discovery and dissemination of knowledge and skills. Thus, learning, teaching and research are the principal objectives of MNU. Other specific objectives as outlined in the Act are as follows:

1. Offer courses of higher education and training to those who have completed secondary education or equivalent in areas relevant to the development of the nation.
2. Carry out research and investigation and disseminate the results of these endeavours for the benefit of the national and international communities.
3. Award baccalaureate, masterate and doctorate degrees and other certificates in relation to the education and training provided by the University.
4. Establish relationships of cooperation with institutions both inside and outside of the country.
5. Develop existing University resources and acquire new ones in the pursuit of the achievement of the University mission.
6. Utilize the resources of the University among the divisions in the most beneficial manner.
7. Promote and promulgate Islamic Dhivehi traditions and values.
8. Conduct complementary and supportive activities required for the performance of the preceding functions.

Philosophy

Everything MNU does is guided by the philosophy of the University *iman* and *ilm*.



All activities of the University are based on our worldview or *philosophy* of knowledge, reality, and existence: *iman* and *ilm*. They are fundamental belief guides that underpin everything MNU does throughout its life in all circumstances, irrespective of changes in its goals, strategies and actions; and the essence of our institution, understood and respected by all employees.

First, we believe that education is incomplete until it is infused with the wisdom born of faith—*iman*. We seek to increase every student's spiritual awareness and personal commitment to Islam. We are committed to the application of ethical principles in all our dealings with all people. The University

intends for all of its students to develop an intimate knowledge of ethics across its academic curriculum so that they will possess the necessary tools to transform the world and address forthrightly the moral questions confronting today's society.

Second, *ilm* is not confined to the acquisition of knowledge only, and also embraces socio-political and moral aspects. Islam invites its followers to exercise their intellect and use and apply their knowledge to attain the ultimate truth (*haqq*) of everything.

Guiding Values

Building upon the timeless philosophy, MNU is committed to the following values. All of us are expected to demonstrate these values in all our interactions with others including staff, students, alumni and the general public.

1. We are men and women of honour, honesty and integrity. We shall not tolerate those who lie, cheat or steal.
2. We accept service to the nation and others before self as the primary purpose for professional life.
3. We nurture and promote rational inquiry and critical thinking in all areas of human endeavour.
4. We are dedicated to life-long learning, emphasizing teamwork and leadership.
5. We stress self-discipline, personal responsibility and respect for Law.
6. We respect our people and uphold the good name of our institution.
7. We are dedicated to the principle of shared governance and decision-making.



Goals and Strategies

Goal 1 Academic Excellence



The MNU aims to excel in all aspects of learning and teaching to be recognised as the best institution in the Maldives and the preferred destination for high calibre students.

To realise this Goal, the University will:

1. Maximise access to educational opportunity and enhance University experience for national and international students through innovative, flexible and inclusive high quality education.
2. Ensure that the outcomes of University programmes meet the needs of all relevant stakeholders and are progressively improved through systematic review.
3. Offer challenging and intensive academic programmes that combine disciplinary depth with interdisciplinary perspectives.
4. Enhance innovative programme design, pedagogy, assessment and evaluation to deliver excellence in education.
5. Use international quality benchmarking and quality assurance in all programme development, delivery and assessment regimes.
6. Generate, propagate and preserve quality knowledge by promoting independent and interactive learning.
7. Explore and formulate disciplines required for socio-economic and environmental development of the nation.
8. Strengthen physical and digital resources and services for students and staff for academic excellence.
9. Review MNU courses and content to ensure national and global relevance and recognition.
10. Develop graduate attributes of students in line with MNU core values and inculcate these attributes in all students of MNU.



Goal 2 Exemplary Research and Innovation



MNU will foster an institutional culture which recognises and supports excellence in research and innovation particularly in the areas relevant to the Maldives.

To realise this Goal, the University will:

1. Respond to the needs of the community and the industry for solutions that impede socio economic and cultural development of the nation.
2. Improve research and innovation profile by identifying the national priorities for knowledge and information.
3. Expand enrolment and retain postgraduate research students by creating a stimulating research environment through professional support.
4. Strengthen the capacity of research and innovation endeavours by providing quality infrastructure and equipment to maximise the research output of the University.
5. Enhance research skills and supervision capacity of staff through training and mentoring.
6. Promote research initiatives and publications by strengthening reward and recognition systems of MNU.
7. Support and establish national and international research and innovation on multi-disciplinary thematic areas.
8. Enhance the role of MNU as the leading authority for informed decision on sectoral and national issues by utilising the potential of think tanks.



Goal 3 Enhancing the Maldivian Identity



MNU will maintain and enhance the Islamic Dhivehi Identity of the University.

To realise this Goal, the University will:

1. Demonstrate our Islamic Dhivehi Identity in operational and public aspects of the University.
2. Protect, promote and sustain Dhivehi language within the nation.
3. Strengthen and increase programmes to promote the Maldivian history, heritage, culture and tradition among the University community.
4. Implement mechanisms to infuse “Iman and Ilm” across the University community.
5. Provide platforms to promote the Maldivian culture, cultural capital, values and tradition among the University community and beyond.



Goal 4 Quality People



MNU aims to attract and retain talented people who have a commitment to the vision and potential to succeed in achieving the mission and values of the University.

To realise this Goal, the University will:

1. Increase competent academic staff with doctorate qualifications to at least 25%.
2. Upgrade all academic staff to at least post-graduate level.
3. Assess training and development needs of staff regularly to provide opportunities for their professional development.
4. Encourage self-learning and life-long learning as a necessary and viable form of staff and student development.
5. Maintain human resource management policies and procedures that are systematic, fair and transparent.
6. Enhance collegiality and teamwork among staff through appreciative and constructive feedback provided through open, effective and timely communication.
7. Provide and implement initiatives to facilitate attractive remuneration packages and welfare including housing and fringe benefits.
8. Re-examine the admission of qualifications of entry level students.
9. Promote and inculcate innovative thinking among all staff and students of MNU.



Goal 5 Sustainable Finance



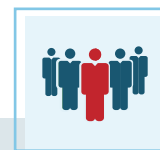
MNU will improve its financial sustainability by increasing income generation from diversified sources.

To realise this Goal, the University will:

1. Diversify funding sources through the establishment of public-private partnership projects.
2. Strengthen financial planning of MNU by cost sharing mechanisms to ensure effective and optimal utilisation of funds and resources.
3. Develop alternate revenue streams to fund activities of the University in line with core purposes outlined in MNU Act.
4. Develop and establish endowment schemes, investments in shares and securities.
5. Engage alumni to make individual linkages for earmarked projects.
6. Liaise with industry and other partners for the development of incubators, venture support, and related activities.
7. Broaden and strengthen University commercial activities to increase revenue.
8. Implement and promote energy management solutions.
9. Manage capital and other strategic investment projects to attain sustainable finance for the benefit to MNU.



Goal 6 Fostering Good Governance and Leadership



Transform managerial culture and administrative policies, processes and practices to enable MNU to be more effective and efficient.

To realise this Goal, the University will:

1. Improve management and administrative policies and processes to reflect the principles of good governance and promote leadership ability across all levels of the institution.
2. Conduct regular financial management and academic audits and implement all relevant recommendations of these audits to reflect international best practices.
3. Enhance the efficiency and effectiveness of service delivery by streamlining the delegation of necessary resources and authority through mechanisms for accountability.
4. Support devolved planning and decision making at all levels, through strategic leadership, effective accountability structures and mechanisms that promote transparency.
5. Strengthen planning and decision making through systematic analysis of data.
6. Provide opportunities for leadership building at all levels.
7. Monitor progress of implementation of strategic plan through relevant sub-plans and appropriate indicators and ensure that all policies and procedures align with the strategic direction of MNU.
8. Inculcate a culture of resource sharing among staff and students with the objective of optimal and efficient utilisation.



Goal 7 Wider Engagement with Society



MNU will develop, enhance and sustain mutually supportive relationships with, industry, commerce, the government and the wider community.

To realise this Goal, the University will:

1. Leverage University strengths and resources to find and promote innovative and sustainable solutions for stakeholder and community needs.
2. Enhance visibility of MNU and its strengths by participating in nationally significant debates and activities.
3. Identify, develop and reinforce collegial and supportive relationships among MNU alumni, nationally and internationally.
4. Foster strategic, mutually beneficial relationships with schools and Higher Education Institutions.
5. Collaborate with community organisations and non-government organisations to deliver need-based short term community access programmes.
6. Foster innovative and sustainable engagement with society to promote national harmony and unity.



Goal 8 Foster a Conducive Working Environment



MNU will provide an aesthetic amenity with high levels of functionality to promote academic enterprise.

To realise this Goal, the University will:

1. Ensure that infrastructural, technological support and other resources are provided to cater to high quality teaching prioritising subject requirements and student needs.
2. Utilise and monitor teaching and research facilities through effective planning and management.
3. Implement effective procedures and schedules for effective maintenance and longevity of physical and technological facilities.
4. Ensure that capital investment planning of the University is aligned with academic priorities.
5. Ensure that the design of all facilities of the University incorporates the needs of the differently-abled people.
6. Secure land and invest in infrastructure consistent with the planned growth of student numbers and University activities in the country.
7. Ensure staff and student well-being by maintaining a safe and secure work environment that promote a healthy lifestyle free from physical and emotional harm.



Goal 9 Student Empowerment and Success



MNU will foster a proactive student culture and develop model students.

To realise this Goal, the University will:

1. Ensure and enhance quality seamless student administrative and support services with adequate student related resources across MNU.
2. Increase graduate employability rates.
3. Wide online services for students and ensure appropriate ICT infrastructure and support for national and international students.
4. Expand scholarship opportunities for students.
5. Create synergies to support students financially through internal funding and in collaboration with external donors for a positive University experience.
6. Improve contemporary attractive learning environment, fostering and invigorating student recreational activities and ensure appropriate infrastructure and support to enhance students' educational experiences.
7. Advance student advising system to utilise the opportunities offered for students equipped with personal well-being and professional success.
8. Establish a mechanism to gauge the needs of differently-abled students and ensure equitable service to them.
9. Develop and promote student leadership, initiative, volunteerism; and enhance the spirit of civic responsibility among all students.



Goal 10 National, Regional and International Cooperation



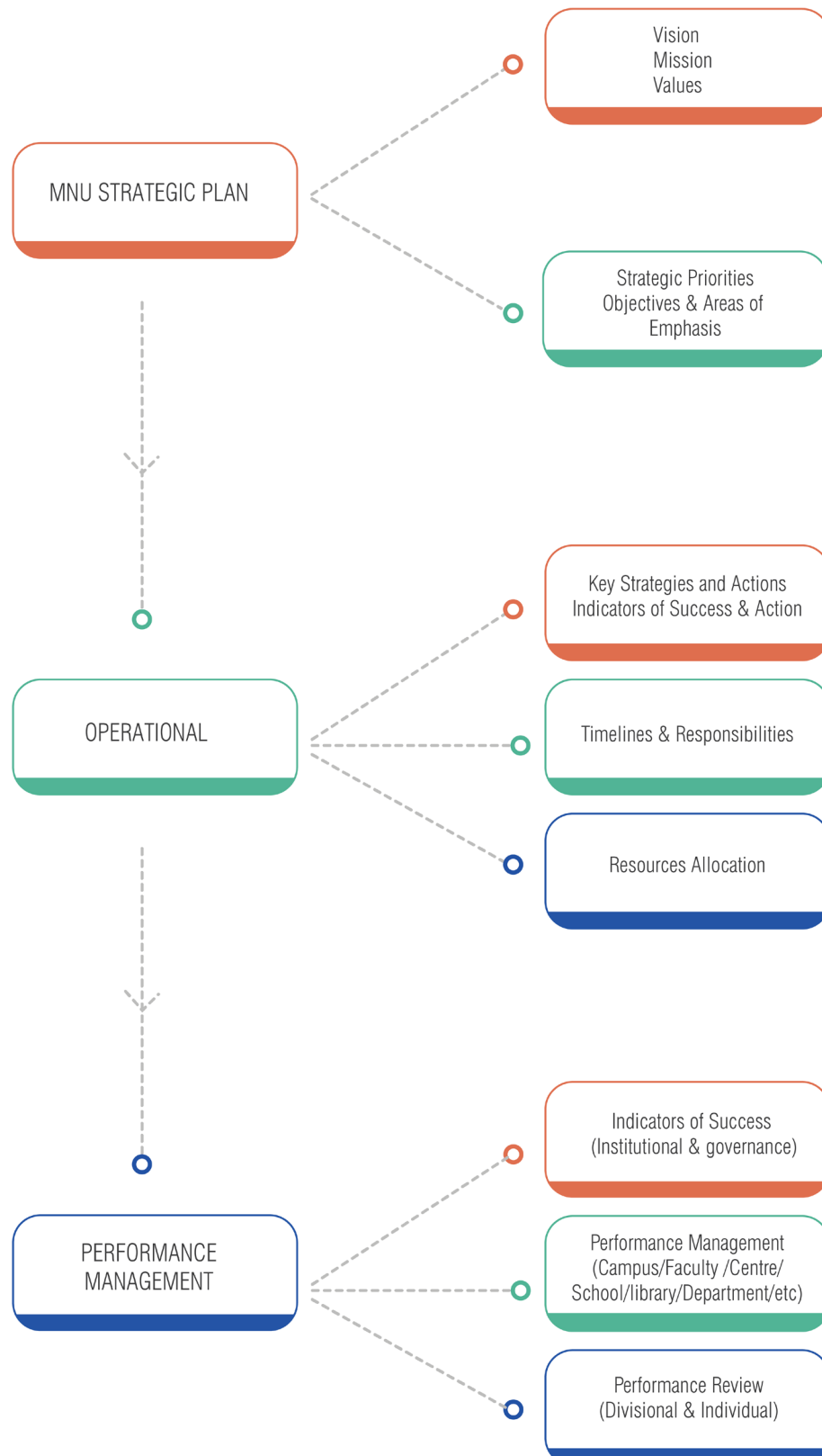
MNU aims to engage with national and international entities through strategic relationships.

To realise this Goal, the University will:

1. Promote MNU as the outstanding academic institution of the nation and one of the finest in the region.
2. Strengthen international relationships and industrial networks by engaging with professional associations and non government organisation's at national, regional and international levels.
3. Increase bilateral and multilateral scholarships and fellowship programmes.
4. Promote internationalisation by encouraging mobility of students and staff regionally and internationally.
5. Attract national, regional and international students to MNU programmes.
6. Promote networking, partnerships and research collaboration with reputed international universities.
7. Review MNU programmes to ensure global relevance and recognition.



Implementation Framework Components and Associated Elements





The Maldives National University
Kulhudhuffushi Campus

The Maldives National University
Hinnavaru Campus

The Maldives National University
Male',

The Maldives National University
Gan Campus

The Maldives National University
Thinadhoo Campus

The Maldives National University
Addu, Hithadhoo Campus



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